Rice Council of Tanzania (RCT)

RCT's Strategic Plan 2015-2019

April, 2015

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The future belongs to those who prepare for it today

ABBREVIATIONS

ACT	Agricultural Council of Tanzania
AIRF	Agricultural Innovation Research Foundation
ASDP	Agricultural Sector Development Program
ASDS	Agricultural Sector Development Strategy
EAC	East African Community
FAO	Food and Agriculture Organization
GAP	Good Agricultural Practices
GMP	Good Manufacturing Practices
GoT	Government of Tanzania
HACCP	Hazard Analysis Critical Control Points
HBS	National House Hold Budget Survey
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICT	Information Communication Technology
ISO 14001	ISO standard that defines the requirements for Environmental Management System
ISO 9001	International Standard Organization: a standard that defines the Quality Management
IT	Information Technology
KRA	Key Results Areas
MAFC	Ministry of Agriculture Food security and Cooperatives
MDG	Millennium Development Goals
MKUKUTA	Mpango wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
MKURABITA	Mpango wa Kurasimisha na Biashara za wanyonge Tanzania
MLHHSD	Ministry of Land Housing and Human Settlement Development
MOF	Ministry of Finance
NBS	National Bureau of Statistics
NGO	Non-governmental Organization
OECD	Organization of Economic Cooperation and Development
PMORALG	Prime Minister Office Regional Administration & Local Government
RCT	Rice Council of Tanzania
R&D	Research and Development
RI	Rice Industry
RVC	Rice Value Chain
SACCOS	Saving and Credit Cooperative Society
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SH	Small Holder
SHF	Small Holder Farmer
SHP	Small Holder Processor
SHT	Small Holder Trader
STI	Science Technology and Innovation
SWOC	Strengths Weaknesses Opportunities Challenges
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa

TDV2005	Tanzania Development Vision
TBS	Tanzania Bureau of Standards
TFDA	Tanzania Food and Drug Authority
WTO	World Trade Organization

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EXECUTIVE SUMMARY

This report presents the strategic plan (SP) of the Rice Council of Tanzania (RCT) for the period 2015-2019. The important features of the SP are summarized below.

1.0 Background

Rice is the second most important food grain after maize (in year 2012/13, maize production was 5,356,000 tons and rice 2,194, 750 tons), is produced in 64 Districts and widely consumed in Tanzania. Paddy's cultivation, value addition, and trade has been and is contributing immensely to Tanzania's food and nutrition security, socio-economic development, and sometimes 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. The major paddy growing regions include Shinyanga (Bariadi and Maswa), Morogoro (Kilombero, Ulanga and Mvomero), Mbeya (Mbarali, Kyela,), Mwanza and Rukwa. About 25% of the national rice production comes from two regions: Mbeya and Morogoro. The average annual production of paddy in the last decade was 1,770,000 tons (MAFC, 2015). For the year 2012/13, the production was 2,174,750 tons. The average national yield trend of paddy has shown a steady increase over the past seven years as follows: from 1.95 tons/ha in 2005/06, through 2.01 in 2010/11 to 2.36 tons/ha in 2012/13. The rice industry directly influences livelihoods of over two million people.

In the rice industry there are several opportunities including: potential increase in national demand with the 3% population growth; opportunities for paddy acreage expansion is 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, e.g. rice oil, snacks, fortified milled rice products, etc. Nonetheless, the industry is facing several challenges including: Low efficiencies, productivity, and profitability; low prices/margins with significant seasonal variance; Low access and use of technology; the policy, regulatory and investment environments are still suboptimal; Inadequate access to low cost credit and innovative financial and insurance products and services; Partnerships levels, collaborative arrangements, coordination, and synergy among entities are sub optimal; Information asymmetry and data gap, that sometimes attract speculators and opportunists who take advantage of limited information between the respective actors in the RVC; Technical and physical infrastructure upgrading and construction is suboptimal and adversely affecting supply chain processes and costs ; and Low rice market development and enforcement of regional agreements such as EAC's Common External Tariffs, and related trade barriers.

In the year 2011, the rice stakeholders established the Tanzanian Rice Partnership (TARIPA) to attempt to address the above issues, develop a partnership framework, and promote commercial initiatives to scale-up core rice value chain activities, including domestic and export rice market development. On June 16, 2014, TARIPA was transformed into a formal, all stakeholder inclusive, industry wide organization, the Rice Council of Tanzania (RCT), which is a legal entity, registered on June 16, 2014 under the Companies Act of 2002.

1.2 Rationale

On January 9, 2015, the RCT Board resolved to develop a strategic plan for Rice Council of Tanzania including a review of the Council's Vision and Mission.

The formulation of this strategic plan intends to enable RCT to play an effective consultative, coordinating, and supportive role to the rice industry stakeholders. Another aim is to enhance better partnerships among value chain actors and advance the interests of the rice industry towards a competitive sustainable growth.

1.3 Objectives

The following were the objectives for development of the Strategic Plan, as per terms of references:

i. Review the organization's vision, mission and core values.
ii. Conduct a SWOC analysis to understand the RCT's environmental context and in collaboration with stakeholders formulate objectives, strategies and activities.
iii. Develop a strategic plan with an action plan for RCT.

1.4 Approach and Major Tasks

The preparation of the Strategic Plan involved the following approach that were based on the AIRF's Methodology to Strategic Plan Development:

- Briefing and deliberation with the Strategic Plan Task Team, RCT management and staff, and familiarization with RCT's operations and processes.
- Review of relevant internal RCT documents, and national, regional, and international policies, strategies, initiatives, and research publications related to rice industry development;
- Primary and secondary data collection using mixed methods, i.e. desktop research, interviews and visits.
- Holding a stakeholder retreat, that includes the Board, Management, and key staff to brainstorm the stakeholder needs, expectations, and to conceptualize the future of RCT that will be responsive to the latter and other emerging opportunities and challenges.
- Conducting an environmental scan and setting the strategic direction of RCT, including reviewing the vision, mission, core values, objectives, and implementation plan with budgeted priority activities; and
- Incorporating stakeholder recommendations in the draft strategic plan before preparing and submitting the Final Draft Strategic Plan to the Management and Board.

2.0 RESULTS

2.1. Situation Analysis

The situational analysis was conducted and involved the following analyses: Studying the historical perspective of RCT, National policy and legal environments, SWOC, and Stakeholder analyses, and the results are presented in Section 2 (SITUATION ANALYSIS).

Based on the recent historical perspective of RCT, guiding policies and legislation, and SWOC and Stakeholder analysis, the following have been identified as critical issues that need to be addressed by RCT in the 2015-2019 strategic plan life cycle.

1. **To effectively participate and contribute in the formulation, review, and implementation of sound policy and regulatory frameworks, and improvement of rice business and trade environment** in line with the current and future Rice Industry's aspirations and needs (including facilitation and support of production, value addition, and trade, and lowering of impediments and disruptive elements).
2. **Enable RCT to adopt modern governance and management styles, administrative and organizational approaches, and coordination capabilities** to facilitate the increase in efficiency, performance, and profitability levels of the Rice Industry on a sustainable basis.
3. **Improve the quality, skills, commitment, and performance levels of the RCT staff**, through improving the working environment, technical backstopping/working tools, recruitment, training and retraining, and continually adjusting the remuneration package and incentives to market levels.
4. **Strengthen the RCT to become the main information and service provider that will strategically position the Rice Industry and enhance its recognition and support among agricultural, industrial, and trade stakeholders** inside the country and internationally..
5. **To effectively support Rice Industry stakeholders to achieve their production, processing, trade and competitiveness goals through improved industry wide communication, trust, coherence, partnerships, private–public sector dialogue, and sharing of lessons and resources,** and enabling them to access appropriate services such as informational, technical, financial, marketing, trade, and business and infrastructural services.
6. **To enhance the capacity of the Rice Value Chain (RVC) entities and improve business and professional practices to increase the production volumes, quality, and value of rice and related diversified products to achieve income and food security objectives.**
7. **Raising the skills and efficiency levels of the RVC entities** through training and sensitization, improved techniques, technologies, on-farm and post-harvest management techniques, processing, and marketing. This will facilitate RVC entities to address productivity, marketing, and competitiveness issues, and emerging risks.

8. **Mobilization of resources to enable execution of the strategic plan,** for the betterment of RCT performance. This includes carrying out technical and business services, conducting commissioned studies, consultancy and advisory services, and viable investments.
9. **Need to strengthen and forge new partnerships, collaborative arrangements, and networks.** with other local agricultural, processing, and trade value chains and regional and

international Rice Industries to raise operational performance and effectiveness of RCT staff, and increase collaboration in tapping knowledge, technology, lessons and experiences from regional and international scenes. This includes liaising with other grains and cereals associations and organizations, and facilitation of joint activities where appropriate.

10. **To partner with stakeholders to ensure sustainable and green growth of the rice industry by taking into consideration and mainstreaming social, economic, and environmental issues** into plans**,** including climate change adaption and mitigation.

11.To identify and address **gender issues and concerns** in major rice growing Districts, that are affecting the entrepreneurial spirit and business performance of disadvantaged groups ((eg women heads of households, youth and poor rice farmers)

The development of strategic plan will enable RCT to respond to selected critical issues and satisfy stakeholders, partners, and society needs, demands, and expectations.

3.0 STRATEGIC DIRECTION

3.1 Vision

A leading, highly organized, profitable and sustainable rice industry in Tanzania and beyond.

3.2 Mission

To be the best engaging, supportive, coordinating institution and disseminator of technical and business services and well structured trading system to all rice stakeholders to deliver better performance, sustainability, and profitability.

3.3 Core values

- The core values that will guide the way RCT goes about fulfilling its functions and operations will be: Accountability, responsibility, transparency, and openness
- Committed leadership
- Trust
- Quality product and services
- Credibility
- Stakeholder networking, cooperation and sharing.
- Collaboration and motivation

3.4 Strategic thrusts

i. Enable and facilitate RVC stakeholders' capacity and capabilities to develop and grow.
ii. Represent, advance, sustain, and broaden the interests of RCT members.
iii. Productivity and profitability enhancing technical and business advice and services for increasing quantities, quality, and value of rice and allied products produced.
iv. Timely access to real-time and accurate information, data, and knowledge and technology.
v. Promote shift to diversified, value added, high value rice allied products that will fetch higher margins.

vi. Improved policy, regulatory, and business environments for increasing rice production, value addition, trade, and income.
vii. Forging partnerships and collaborative arrangements.
viii. Social, economic, and environmental sustainability

3.5 Motto

"Mchele kwa lishe na kipato" (Rice for Health and Wealth)

4.0 STRATEGIC OBJECTIVES, STRATEGIES AND ACTIVITIES

The goals, objectives, strategies and activities were arrived at after a fore sighting exercise by the RCT stakeholders in Bagamoyo, in Mach 2015.

Goal, Strategic Objectives, Strategies, and Main Activities

4.1 Goal and strategic objectives

Goal

The overall goal of this strategic plan is to strengthen the capacity and capabilities of RCT so that it may enable the rice industry to increase productivity, production, processing and trade of quality rice, and subsequently register attractive returns for all value chain actors.

This will be achieved through the following strategic objectives:

Strategic Objective 1: To improve RCT s' governance, organization and coordination capacity, human resources management, working environment, and operations through capacity building by Dec. 2016.

Strategic Objective 2: **To enable and support the rice industry to increase rice output by 20% by 2020** through an integrated package of assistance, including provision of innovative technical and business services, and evidence- and science-based advice.

Strategic Objective 3: **To play a lead coordinating role through outreach/advocacy, Rice Industry's information & data management and development.**.

Strategic Objective 4: **To advocate for conducive policy, regulatory, structured rice trading system and investment environments to support the growth of the rice industry** as well as advocate for the implementation of regional policies and protocols, such as CET, through evidence based research, strengthening advocacy capacity and stakeholder dialogue by 2019.

Strategic Objective 5: To increase the resources levels of RCT to enable the implementation of its objectives and ensure sustainability through membership subscriptions, financial support from stakeholders and partners, and offering technical and business services at a cost by 2018**.**

Strategic Objective 6: To forge new partnerships, alliances, and networks, and maintain liaison with Government, Boards, groups, or other grains and cereals associations and organizations inside and outside Tanzania, and facilitate joint activities where appropriate through communicating RCT value proposition, soliciting joint project implementation, exchange of staff and resources, and other joined-up approaches.

4.2 Key strategies and activities

The strategies and activities that will lead to delivery of the set above objectives are presented in Section 4. (in the main report)

5.0 IMPLEMENTATION PLAN

The implementation management is presented in Section 5.

Cost implication

The cost implication for implementing the RCT strategic plan in the period 2015-2019 amounts to TZS, **22,427.7** million, with the following breakdown in Table 2, below.

Table 2. Break down of cost implication for implementing the RCT strategic plan

No.	Objective	Cost, million TZS
1	To improve RCT's corporate governance, organization capacity, management of human resources, working environment, and operations.	2,629.4
2	To enable and support the rice industry to increase rice output by 20% by 2020.	14,790
3	To play a lead coordinating role through outreach/advocacy, Rice Industry's information and data management, and development	2,783.3
4	To advocate for conducive policy, regulatory, business and investment environments to support the growth of the rice industry	1,547
5	To increase the resources levels of RCT to enable the implementation of its objectives and ensure sustainability.	78
6	To forge new partnerships, alliances, and networks	600
	Total	**22,427.7**

The data calculated based on the exchange rate: TZS 1900=US$1

Detailed costs for each activity are presented in **Annex II**.

6.0 RECCOMENDATIONS

Key issues for future: Operational issue

i. Sell the Strategic Plan: Promote stakeholder ownership, contribution, and participation in the implementation of the strategic plan (SP) by launching the SP and making zonal and other presentations on the SP, e.g. to potential financiers.
ii. Recruit and adequately compensate the requisite staff.
iii. Procure office space and working tools to improve the work environment.
iv. Develop and submit quality concept notes and proposals to members, potential funders, and partners to get resources for implementing key activities in the SP.
v. Implement the SP in collaboration with internal and external stakeholders and partners, taking into consideration agricultural and other cross-sectoral policies, strategies, programs, interventions, and respective regional and international agreements.
vi. Develop and implement a funds mobilization strategy.
vii. Develop and deliver a communications strategy.
viii. Develop and implement a partnership strategy.
ix. Develop and implement a Rice Gender Strategy.
x. Develop a business plan for the technical and business services to be provided by RCT.
i. Pursue the RCT vision by effectively engaging members and stakeholders and devise measures to address resistance to change.
ii. Closely monitor outputs, trends, and measure and evaluate change and impact of RCT activities, and address failures.

Policy and institutional issues

i. RCT should dialogue and work with the Ministry of Agriculture, Food and Cooperatives (MAFC) and other line ministries and continue to develop/review the policies, legislation, and regulatory framework and ensure that the necessary institutions at the national, regional and local levels are in place, effectively manned and functioning, and adequately financed to facilitate the development of the Rive Industry and allied interventions, and to enhance infrastructure development and social provisions in areas dealing with rice.
ii. In collaboration with National Bureau of statistics (NBS), MAFC-Statistics Unit, Ministry of Industry and Trade (MIT) -Marketing Division, Local Government Authorities(LGAs), and business enterprises, continually collect, systemize, update and disseminate information and data on the Rice Industry.
iii. Conduct/commission independent research, consult and solicit the views of stakeholders, and provide technical services to the rice industry actors, and make policy recommendations that inform decision makers in Government, enterprises, and society on matters pertaining to the rice industry's growth.
iv. Establish a high level team/committee of highly skilled and knowledgeable cross-sectoral experts to conduct quarterly rice forecasts and advise the stakeholders accordingly.

Capacity building

The technical and financial capacity at all levels of RVC should be enhanced; in particular, more financial resources should be allocated to enterprise development and extension services. Training programs in various fields should be organized for the RVC actors for example in participatory and sustainable approaches in their operations, training producer associations in good agriculture practices(GAP), quality and safety management, marketing, and in the operation and maintenance of machinery and irrigation schemes. Additional training programs should also ensure that RVC actors are well versed in command and control and voluntary industry and public rules, regulations and procedures, and standards.

Technological use

- An information and data collection and dissemination program should be designed and implemented. This would facilitate the sharing and use of up to date knowledge and information for decision making e.g. in business planning, weather variability and production planning, investments planning, marketing and implementation of similar activities in the future. It is proposed that compiling information regarding the rice industry should be ICT based.

- RCT should encourage rice industry (RI) stakeholders adopt and use improved technologies, machinery, and innovations in RI processes to make considerable contributions to increased efficiency, productivity and production and thereby reduce costs and enhance profitability. To achieve this requires regular communication and awareness raising, improved extension service, and training of RI's beneficiaries, men and women. The role in the local communities of women and youth in achieving the tech-based results must be emphasized and awareness raising and training must be provided to women and youth to achieve improved gender equity.

Diversification

Facilitate the development and diffusion of nutritious rice and bio-fortified rice varieties that will allow consumers of rice to attain healthy and nutritious diets and enable the RI to benefit from production and value addition, and marketing opportunities. In addition, facilitate integrated approaches to improve food safety and health safety in place of work along the RVC.

Other issues

Participatory approaches involving the Business community, Central Government, District councils, Communities, Development partners, NGOs, and other non-state actors should be adopted as the standard methodology for planning, designing and implementing of all future RCT programs and interventions.

1.0 INTRODUCTION

1.1 Background

1.1.1Brief 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 sometimes 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. Paddy's production rank second after maize in terms of grains (in year 2012/13, maize production was 5,356,000 tons and rice 2,194, 750 tons). The major paddy growing regions include Shinyanga (Bariadi and Maswa), Morogoro (Kilombero, Ifakara and Mvomero), Mbeya (Mbarali, Kyela, Momba and Busekelo), Mwanza and Rukwa. Paddy is also cultivated in other regions such as Coast (Rufiji), Lindi, Mtwara, Kilimanjaro (Lower Moshi), Tabora (Igunga), Manyara, Arusha, Dodoma, Iringa and Tanga. About 25% of the national rice production comes from two regions: Mbeya and Morogoro. The average annual production of paddy in the last decade was 1,770,000 tons(MAFC, 2015).The average national yield trend of paddy has shown a steady increase over the past seven years as follows: from 1.95 tons/ha in 2005/06, through 2.01 in 2010/11to 2.36 tons/ha in 2012/13.It worth mentioning that there are some small to medium producers reaching yields of above 4 tons/ha.

Figure 1 presents the trend of paddy production from 2005/06 to 2012/13 at the national level. Paddy production has generally increased from 1,238,560 tons in 2005/06 to 2,650,120 tons in 2009/10. It thereafter declined to 1,800,550 tons in 2011/12 and then started to 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 period[1]. 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).

The increase in production noted in Figure 1may be attributed to a number of factors including: farmers/farmer organizations and business enterprises seeing a better value proposition in rice cultivation; improving access to affordable resources/finance for investment; improving mechanization and expansion of rice acreage; subsidizing the farmers for the cost of implements, 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

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[1]Bamwenda 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.

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2010, National Irrigation Policy, 2010,NationalAgricultural 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 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 of 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, opening up of EAC, South Sudan, Somalia, SADC, COMESA and other regional markets and improving trade facilitation processes are gradually improving the demand pull for Tanzania's rice.

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 large estates and by smallholders; around 90% of Tanzania's rice production is done by small scale farmers. These farmers produce rice first for home consumption and sell the surplus 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; these varieties have long maturity and yield is affected with irregular rainfall pattern and occurrence of pests which contribute to the yield decline. Small holder farmers spend on farms an average of 200 man-days/ ha. Most smallholder farmers dry their produce using sun energy and store their produce in in their houses (100-300 kg),and outside their houses which sometimes results in losses due to destruction and contamination by pests and fungus.

Like for other crops, women constitute a sizable part (in some districts the main part[2]) of paddy production labour force (planting, weeding, harvesting, threshing, transportation, milling and packing). Paddy production may be among the leading sub-sectors that can offer large opportunity for women to be involved in and contribute 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.

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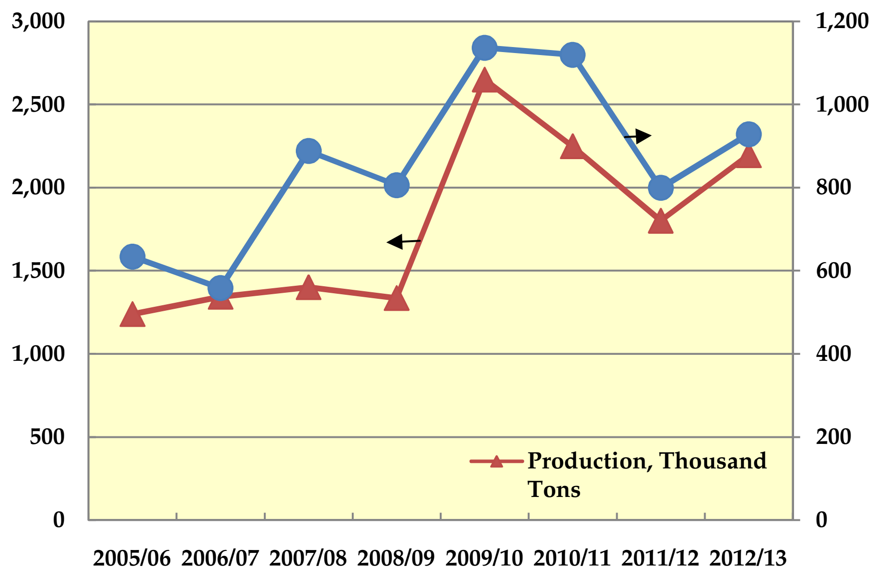
[2]Bamwenda G.R., Nzuki M., Mashindano, O., Hassan K. A., Mkai H., and Kizoka L.R., (2014). ***The Assessment Study to Indentify Institutional, Legal, Financial, Agricultural, Environmental, Natural Resources, and Gender Challenges Constraining Development in Nine Districts in Tanzania***, URT POPC,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

Figure 1. National production of paddy trend 2006/06-2012/2013. Source: Agricultural Innovation Research Foundation, MAFC, 2014.



Source: Agricultural Innovation Research Foundation, MAFC, 2014.

A comparison of these data with leading neighboring 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 in Tanzania (see Table 1).

Upstream processes

A proportion of paddy from harvests some is kept for home consumption and the remaining part is sold to local agents, traders and middlemen who transport and sell the rice to local markets, local millers or to district and regional centers where bigger millers operate (note that the breakage is between 20-30%, instead of below 10%, and causing substantial loss in quality). Little contract farming takes place in rice farming-trade continuum although there is sometimes forward selling *of green paddy on farms* for farmers who produce high quality aromatic rice. From 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, the main market of rice in the country, 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, Mbagala, etc.,who ensure that the product gets to the final consumer through *local shops, and retail markets found in various areas of Dar es Salaam*.

Table 1. Production of paddy in various countries in the year 2012/13.

Country	Production, Tons	Average Productivity, Tons/Ha
China	203, 290,000	6.7
Bangladesh	51,150,000	4.4
Mymar	28,000,000	3.7
Brazil	11,758,663	5.0
Egypt	6,750,000	9.6
Madagascar	4,550,649	2.8
Tanzania	2,194,750	2.3
Uganda	212,000	2.2
Kenya	122,465	5.2

Source FAO Stats, 2014, MAFC

Price

The prices for the paddy vary much according to the season, region and the relation the farmer has with the buyer/broker, and distance/transportation and handling costs. A bag of paddy with a minimum weight of 90 kg the farmer gets between TShs. 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 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, and therefore cannot get better off season prices. 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 price start to go down as new harvests start to enter the market (MIT, 2015).The price of a 90 bag of milled rice () costs between TZS 110,000 and 135,000[3]. The retail price varies from TZS 1500 to 2200/kg.. Therefore, it is important for the Government, RCT and stakeholders to deploy market instruments to balance tradeoffs, 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.

Consumption

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[3]In 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.

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Rice is mainly cooked with water and oil or coconut milk and eaten with beans, meat and fish. The rice bran is used for feeding cattle, pigs and local breed's poultry,. 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, imported rice 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 free duty rive were imported in 2013. from Pakistan (88%), Vietnam (5.2%), India (3.03%), Singapore (2.42%), and USA (1.12%). To enable consumer to obtain rice from market at affordable prices. Other minor sources of imported rice are United Arab Emirates, China, Great Britain, South Africa, and Oman. The main export destination of Tanzania Mainland rice is Zanzibar, Kenya, Uganda, South Sudan, Zambia, Comoro island, Uganda, Congo, Rwanda, Burundi, and Malawi. A recent study by Monitoring African Food and Agriculture Policies (MAFAP) country report of August 2013 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. The issue of fair prices is the main concern of producers. At a recent 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 of rice is expected to increase substantially over the next decades as population grows and becomes relatively affluent, and as more people migrate to urban centers. The forecasted rice consumption is expected to increase from the current circa 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 the following: Local, regional and international food processing companies; Institutional and international food buyers; Humanitarian organizations, such as 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, etc.

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 (transplanters, rottery -weeders, harvesters and use of improved varieties of seeds SARO5, Nerica 1,2,4,7and 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) and agrochemicals(herbicides) , , and drought

resilient varieties and other related input factors, rice may be the most valuable food and cash crop that can touch many lives and many households in the country and play an important role in employment and wealth creation, food security, and economic livelihoods in the next four to five decades.
Currently rice husks use to produce firewood and other energy sources is still low. However in the course of environment conservation the technology of producing firewood from rice husks will most likely be popular. This will most likely create employment to youth and also reduce a number of trees that are cut for charcoal and firewood.

Research and Development and Extension
In addition, the Government is investing 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 of KATRIN Kilombero, Dakawa Mvomero, ARI Ukirigulu, ARI Ilonga, ARI Uyole, and SUA Morogoro (e.g. the new varieties of rice seeds released in May 2012 by KATRIN "Komboka," and "Tai" are drought and disease resistant, and early maturing). Furthermore, the Government is supporting training institutions, KATC Moshi, Mkindo Training Center Morogoro, 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 seed to companies and individual farmers, and TOSCI is mandate with paddy seed testing. In addition, there other private companies dealing with seeds trade.

Stakeholder Forums

As to rice stakeholder forums, there are several formal and informal District forums that provide common forums and partnerships that ensure rice production and development activities are done appropriately, sustainably, and advocating for the farmers and groups to get a fair return. This includes Kilombero, Magu, Sengerema, Kwimba, Kahama, Bukombe, Kyela platforms, etc[4]. The apex body for rice industry in Tanzania is the Rice Council of Tanzania (RCT).

Other key local and international institutions dealing with rice industry's issues

There are other local and international institutions dealing with rice including: TIC, Agricultural Sector Lead Ministries, ASLM[5], 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 & Internal Lending Communities (SILCs), Fertilizers and agrochemical suppliers, Inputs and machineries

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

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[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).

suppliers, Agricultural Seed Agency (ASA), Cereals and Other Produce Board, TFDA, NBS, TBS, RUBADA, KATC, SAGCOT, ACT, TCIIA, FAO, IFAD, UNDP, TANRICE, IRRI, JICA, KOICA, African Rice, IITA, Aga Kha Foundation (AKF), USAID, Irish Aid, DFID, RUDI, TOAM, RLDC, OXFARM, TANCERT, World Bank, NMB, and others.

Where is 1.2??? will it be added or there ie error in numbering???

1.3 Rationale*1.1.2 Major issues in the rice industry*

The major issues facing paddy cultivation in Tanzania are: 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 labor and land productivity due to use of poor technologies and low fertilizer application due to cost and attitude; iii) unreliable and variability of rainfall conditions and the 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 quite often mixed with different origins and varieties and sometimes mixed with imported rice); v) imbalance in power and inequity in sharing of benefits between the grower and the buyer; and vi) inadequate knowledge and skills on better agronomic practices and post- harvest management. Other include: poor water irrigation management; limited use of implements, machinery (tractors, power tillers, combined harvesters, planters, loaders and trucks), and modern storage facilities because of high investment costs; few rice farmer organizations and with low management and institutional capacity; difficult access to low cost credit; and inadequate marketing and market information on prices, quality, demand and supply, and logistics. Also lack of use of protective gears during farm operations, processing (milling and packaging)which is likely to cause harzads to human health.

1.1.3 Establishment of Tanzania Rice Partnership (TARIPA) and the Evolution of Rice Council of Tanzania (RCT)

The Tanzanian Rice Partnership (TARIPA) was established in 2011, soon 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 Cluster" in Mvomero District and the "Mbarali Cluster". Partner meetings were conducted and TARIPA was presented at the World Economic Forum in Cape Town in May 2011 as the first cluster development under Southern Agricultural Growth Corridor of Tanzania, SAGCOT.

The main aims of TARIPA were to:

i. develop a partnership framework to respond to rice value chain constraints and opportunities in a coordinated way;
ii. build markets and small-scale farmer capacity to produce rice to improve national food security, expand domestic production, improve competitiveness and increase value addition;
iii. scale-up core value chain activities to catalyze significant small-scale and large-scale farmer and agribusiness development in the rice sub-sector;
iv. support commercial initiatives by building on ongoing plans and activities to scale up production, drive down costs and thereby create a competitive value chain;

v. attract new partners to the overall rice development plan, the aim being to develop a critical mass of partners within the rice cluster.

TARIPA started by working with the 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, at a three-day workshop, 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 called the "Kilombero Rice CIP". The Kilombero CIP objective was *'to increase income to the actors in the (rice) value chain so that poverty is reduced"* with five separate Investment Packages: (a) Marketing, (b) Production, (c) Processing, (d) Partnership, and (e) Infrastructure and Environment.

TARIPA's original function was to lend support to the concept of Rice Cluster Development under the SAGCOT initiative. It was initially "housed" within the USAID/FtF NAFAKA project, with the idea of later transitioning it 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. TARIPA's roles under the NAFAKA "umbrella" were:

- Information clearing house-used as a place where actors received and exchanged information;
- Partnership incubation-a place where partnerships were formed and encouraged;
- Informal- gatherings were conducted as needed and kept among actors;
- Loosely organized-there was no formal structure to guide involved actors;
- Cluster approach- the focus for TARIPA was on cluster development, e.g., Kilombero cluster;
- Platform-involved actors used TARIPA to raise needs and get connected to others.

On April 2013, a TARIPA stakeholders meeting was held at Courtyard hotel and indicated key challenges in the rice industry as : Lack of reliable price/market data; Poor post-harvesting practice & inconsistent quality of supply, Inability to engage effectively with GoT and policy makers,*and* Operating costs (electricity, VAT on parts). The meeting concluded that there was a need to form a body which will address challenges and work on possible solutions on critical issues facing the rice sector in Tanzania. Participants also unanimous agreed to have an independent institution with its own structures rather than developing a 'rice chapter' in any of the existing organizations such as ACT or EAGC. A task force was formed and delegated to debate key issues and use the outcome of the meeting discussions as basis of starting to formulate a body and other TARIPA activities. Specifically to:

- Refine the vision, mission and objectives
- Agree on organizational model (cluster approach)
- Consider quick win-early activities, such as collaboration with the EAGC on data development or fostering other partnerships within rice sector

While the team was working on establishment of the above mentioned rice body, during the first quarter of 2013, the importation of CET exempt rice caused considerable disruption within the Tanzanian rice industry. Both the Government of Tanzania (GoT) and the private sector recognized the urgent need to develop a more cohesive industry environment. TARIPA was approached to assist in the development of a private sector led body for the Tanzanian rice industry. With the assistance of the GATSBY foundation the TARIPA office began the process of evaluating the options of forming a private-sector driven body for the Tanzanian Rice Industry. This process stalled during the second half of 2013.

Extensive consultations revealed that the TARIPA / SAGCOT linkages had been neglected during the early stages of developing a rice body. Furthermore, it was highlighted that there was a lack of Tanzanian ownership and legitimacy. Further consultations with industry stakeholders revealed that: 1) all parties had agreed on the urgent need for some form of industry alliance, 2) that the Tanzanian private sector (within the rice industry) must demonstrate its commitment by taking on a leading and pro-active role and that NAFAKA (TARIPA) would play a consultative and supportive role.

Linkages between the SAGCOT centre and private sector stakeholders were revitalized and the concept of forming a Rice Council of Tanzania, rather than an association began to take shape. Key stakeholders within the Tanzanian rice industry met in March 31, 2014 and agreed on the formation of a 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 and focus on the development of a Rice Council of Tanzania. TARIPA's original mandate would become conceptualized within the operational plan of the Rice Council of Tanzania. 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 of Tanzania and with the Government of Tanzania.

On January 9, 2015, the RCT Board resolved to develop a strategic plan for Rice Council of Tanzania including a review of the Council's Vision and Mission.

The formulation of this strategic plan intends to enable RCT to play an effective consultative, coordinating, and supportive role to the rice industry stakeholders. Other aims are: to deliver stakeholder focused services that will enable the industry to cope with changing needs and demands, emerging business trends, changing market dynamics, and local and global competitiveness forces; and to enhance better collaboration among value chain actors and advance the interests of the rice industry towards a competitive sustainable growth.

1.4 Approach

The preparation of the Strategic Plan involved the following approach that were based on the AIRF's Methodology to Strategic Plan Development:

- Briefing and deliberation with the Strategic Plan Task Team, RCT management and staff, and familiarization with RCT's operations and processes.

- Review of relevant internal RCT documents, and national, regional, and international policies, strategies, initiatives, and research publications related to rice industry development;
- Primary and secondary data collection using mixed methods, i.e. desktop research, interviews and visits.
- Holding a stakeholder retreat, that includes the Board, Management, and key staff to brainstorm the stakeholder needs, expectations, and to conceptualize the future of RCT that will be responsive to the latter and other emerging opportunities and challenges.
- Conducting an environmental scan and setting the strategic direction of RCT, including reviewing the vision, mission, core values, objectives, and implementation plan with budgeted priority activities; and
- Incorporating stakeholder recommendations in the draft strategic plan before preparing and submitting the Final Draft Strategic Plan to the Management and Board.

1.5 Organization of the Report

Chapter One provides a brief overview about the rice industry and RCT background in general. Chapter Two presents the Situational Analysis that includes the preparation of a Stakeholder Analysis and SWOC analysis. Chapter Three brings to light the Strategic Direction, including vision, mission, and core values that key RCT stakeholders and employees will commit themselves to follow during the implementation of the strategic plan. Chapter Four highlights the strategic issues and choices including objectives, strategies and activities. Implementation Management of the strategic plan is provided under Chapter Five. Chapters Six presents the Conclusion and Recommendations.

2.0 SITUATIONAL ANALYSIS

2.1 Policy environment

The future of RCT and attainment of its objectives will be influenced by several national, sectoral, regional and international policies and strategies. The following key policies, strategies and initiatives are expected to have significant influence on RCT in the forthcoming five year SP lifecycle.

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

The NSGRP keeps in focus aspirations of TDV2025 for high and 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 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.

National Agricultural Policy (2013)

The Agricultural Policy (2013) envisages an agricultural sector that is modernized, commercial, highly productive and profitable and utilizes natural resources in a sustainable manner. The agricultural policy 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 favorable 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.

National Rice Development Strategy (NRDS)

The NRDS envisages to transform the existing subsistence-dominated rice sub-sector progressively into commercially profitable and viable production system and to double rice production by 2018 which would be achieved through:

i. Improving rice production through better farmer access to improved varieties, and seed systems crop management practices and post harvest technologies, and better fertilizer marketing and distribution.
ii. Introducing and adopting labour saving technologies to improve timeliness and efficiency of farm operations and support integrated soil fertility management will be strengthened in order 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. Ensure 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 ware houses for storage of paddy before milling.

National Irrigation Act 2013

The national Irrigation Act 2013 was passed to give the country agriculture sector a new lease of life following shifting weather patterns (unreliable and unevenly distributed rains)

Food and Nutrition Policy1992

The Food and Nutrition Policy aims at addressing food security, protein and energy malnutrition, nutritional anaemia, vitamin A deficiency, and iodine deficiency disorders through significantly increasing food crop production, food harvesting and preservation, food processing and preparation, food availability, distribution, and consumption, and food 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).

National Rice development Strategy

As a component of the ASDP 2013 and TDV2025, the National rice Development dominated rice subsector progressively envisage to transform the existing subsistence-dominated rice sub- sector progressively into commercially, profitable and viable production system, The rice sub-sector will be modernized, commercialized, highly productive and profitable by utilizing new technologies and viable natural resources and manpower in an overall sustainable manner.

Kilimo Kwanza

Kilimo Kwanza and growth corridors are initiatives which came from a dialogue between the private sector and Government through the Tanzania National Business Council and other internal and external stakeholders. This initiative aims to transform Tanzania’s agriculture into a modern and 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 and modern and cost effective mechanization and technological solutions and strengthening the implementation of the value chain approach so as to bring about the green revolution in Tanzania.

Sustainable Industrial Development Policy (SIDP)

The Sustainable Industrial Development Policy (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 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 growth and expansion of SMEs which are a main focus under the current SP.

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 labor force. This SP envisions strengthening rural and urban SMEs through development of requisite enterprise development knowledge and skills, and provision of complete sets of technologies that can harness the viability and performance of SMEs.

National Micro Finance Policy (2000)

The policy was establishing 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.

The National Environmental Policy (NEP, 1997)

Environment is heavily affected by agricultural activities and operations and outputs of enterprises working in the agricultural and agricultural lead sectors. RCT will endeavor to develop, implement and promote business and enterprise development models, operations, practices, and technologies which are friendly to the environment and with high eco- efficiencies to ensure appropriate environmental management for the improvement of the welfare of organizations and their long term sustainability and to ensure sound preparations for the green economic growth under the Sustainable Development Goals.

The *National Research and Development Policy (2010)* with objective to provide guidance and researched and evidence based advice to the public and private sector, policy and decision markers as well as development partners in addressing present and future national agricultural and socio-economic opportunities and challenges.

Big Results Now 2013

As part of its effort to transition the country from a low to a middle-income economy, starting with the 2013/2014 Financial Year, Tanzania, with support from Development Partners, is adopting a Big Results Now initiative, based on a model of development that has proven successful in Malaysia. BRN draws on the experience of Malaysia's Performance Management and Delivery. 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. BRN is expected to eliminate the "culture of business as usual" and needless confidentiality amongst official and officers serving the public that has 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 taken into account transparency and efficiency as guiding concepts and the reduction of corruption to be of paramount importance.

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

Comprehensive Africa Agriculture Development Programme(CAADP)

The RCT although predominately private sector owned fits well with the African Union's (AU's) CAADP framework which recognizes agriculture as central to the alleviation of poverty and hunger and the attainmentof Millenium goal.

Agricultural and rural and urban enterprise development involve the participation of regional and international initiatives for the reason of effectiveness, collaboration, exchanges and sharing of expertise and resources, and tapping knowhow, finances, and technology experiences from elsewhere. 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 and supporting financiers and foundations. 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 diversification of farming systems and promoting diversification 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, industrialization, and economic development and jobs and income generation and wealth creation.

2.2 Environmental scan

The internal and external environmental scans are performed so as to conduct 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. It includes thinking and learning about the nature and impact of uncertain and important driving forces, etc. The environmental scan was conducted by using SWOC analysis and Stakeholder analysis. The results from the environmental scan of RCT are presented below.

2.2.1 SWOC Analysis

The results from the SWOC analysis are presented below**:**

STRENGTHS

i. 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 National Rice Development Strategy 2009, and Agricultural Policy 2013.

ii. RCT's Constitution is in place, although it may need to be updated to take into account the current and future realities.
iii. There is a supportive environment and willingness of members and stakeholders to support the development of the institutional capacity of RCT

iv. There are a good number of partners and organizations interested to participate and support specific activities conducted by RCT.

v. ;
vi. RCT has a network with stakeholders and collaborators who are interested in providing further cooperation.

WEAKNESSES

i. Inadequate Institutional capacity of RCT is the main weakness.
ii. Shortage of funds.
iii. Inadequate staff to effectively and efficiently implement RCT's Strategic Plan; has only two employees and will remain with only one from April 1, 2015 as the current ED contract ends.
iv. Lack of office premises (currently hosted by NAFAKA Project), working tools, and transportation.
v. Direct financial and materials support from members still not forthcoming.
vi. Heavy reliance on development partners for operational funding;
vii. Inability to generate surplus funds for upgrading and modernizing RCT facilities and working tools, for future investment, and for human resources development;
viii. Inadequate institutional governance.
ix. Some stakeholders not understanding RCT's value proposition and unique selling proposition;
x. Inadequate coordination of the rice industry.
xi. Low knowhow, technical and business capacity and skills of most of the entities in the rice value chain.
xii. Lack of reliable, timely and accurate information and data on production volume, storage capacity, stocks, and paddy prices.
xiii. Weak rice producer organizations, e.g. irrigation organizations, cooperative societies, saving and credit organizations, and producers and value adding and trade associations, which RCT may facilitate and support.

OPPORTUNITIES

i. Almost exponential growth of national rice production and existing huge potential for investments and expansion of production, value addition, and trade.
ii. High rice stakeholder commitment, e.g. continued Government efforts to support research and subsidies on fertilizers, construction of large irrigation schemes, improvement of environment for investments in rice production; development partners supporting market facilitation approaches and sharing investment costs

iii. Expanding domestic, regional, and international agricultural commodities markets, including rice.
iv. .
v. Existing and potential partnerships and collaborative arrangements.
vi. 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 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.
vii. Existence of favorable policies for rice and business development and ongoing reforms of national institutions, and sectoral policies, legislation, programs, and strategies for improving the efficiency and effectiveness in provision of public services, e.g. Agricultural Sector Development Strategy, ASDS-II 2013/14-2020/21, Agricultural Sector Development Program (ASDP-II), and Science and Technology and Innovation policy.
viii. Most of consumed and exported rice goods are raw hence there is a need and business space for continuous, incremental improvement of value addition in the future.
ix. Existence and growing local and international markets of safe, quality and specialty rice products;
x. 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.

CHALLENGES

i. Financing of RCT operations is the biggest challenge.
ii. Weak advocacy: Most rice and agricultural stakeholders unaware of the RCT existence.
iii. Attracting skilled and highly competent staff.
iv. Urgent need to improve RCT’s governance and improve human resources and technical and infrastructural capacities.
v. Information asymmetry and data gap.
vi. Weak sharing of knowledge and resources internally and capacity of RVC enterprises and organizations often not fully mobilized to the best advantage.
vii. Low competitiveness of the rice industry and its stakeholders.
viii. Frequently changing policy, regulatory environments.
ix. Access to efficient and cost effective tools, practices, and technologies.

2.2.2 Stakeholder analysis

The analysis of main strengths, weaknesses, opportunities, challenges and needs of RCT’s high interest stakeholders and key players was conducted to identify the opportunities, challenges, needs and expectations. Another purpose was to capture lessons and experiences that RCT may learn from and capitalize on, in this strategic planning cycle, to ensure closer collaboration and networking with these stakeholders in order to achieve its goals, vision and mission and bring about requisite impacts to the society and the nation. The results of the analysis are presented in **Annex 1.**

2.3. Critical issues

Based on the above historical perspective of RCT, guiding policies and legislation, and SWOC and Stakeholder analysis, the following have been identified as critical issues that need to be addressed by RCT in the 2015-2019 strategic plan life cycle.

1. **Enable RCT to adopt modern governance and management styles, administrative and organizational approaches, and coordination capabilities** to facilitate the increase in efficiency, performance, and profitability levels of the Rice Industry on a sustainable basis.
2. **Improve the quality, skills, , and performance levels of the RCT staff**, through improving the working environment, technical backstopping/working tools, recruitment, training and retraining, and continually adjusting the remuneration package and incentives to market levels.
3. **Need for RCT to facilitate the Rice Industry's (RI) stakeholders to augment paddy production quantities and productivity, and to stimulate the accelerated upward movement of growth trends of Rice Value Chain (RVC) outputs.**
4. **To effectively participate and contribute in the formulation, review, and implementation of sound policy and regulatory frameworks, and improvement of rice business and trade environment** in line with the current and future Rice Industry's aspirations and needs (including facilitation and support of production, value addition, and trade, and lowering of impediments and disruptive elements)
5. **Strengthen the RCT to become the main information and service provider that will strategically position the Rice Industry and enhance its recognition and support among agricultural, industrial, and trade stakeholders** inside the country and internationally.
6. **To effectively support Rice Industry stakeholders to achieve their production, processing, trade and competitiveness goals through improved industry wide communication, trust, coherence, partnerships, private–public sector dialogue, and sharing of lessons and resources,** and enabling them to access appropriate services such as informational, technical, financial, marketing, trade, and business and infrastructural services.
7. **To enhance the capacity of the RVC entities and improve business and professional practices to increase the production volumes, quality, and value of rice and related diversified products to achieve income and food security objectives.**
8. **Raising the skills and efficiency levels of the RVC entities** through training and sensitization, improved techniques, technologies, on-farm and post-harvest management techniques, processing, and marketing. This will facilitate RVC entities to address productivity, marketing, and competitiveness issues, and emerging risks.

9. **Mobilization of resources to enable execution of the strategic plan,** and for the betterment of RCT performance. This includes carrying out technical and business services, conducting commissioned studies, consultancy and advisory services, and viable investments.

10. Need to ensure that the **gains from rising the RI performance and profitability are translated into improving incomes, quality of life, and to enhancing economic and social provisions.**
11. **Need to strengthen and forge new partnerships, collaborative arrangements, and networks.** with other local agricultural, processing, and trade value chains and regional and international Rice Industries to raise operational performance and effectiveness of RCT staff, and increase collaboration in tapping knowledge, technology, lessons and experiences from regional and international scenes. This includes liaising with other grains and cereals associations and organizations, and facilitation of joint activities where appropriate.
12. **To partner with stakeholders to ensure sustainable and green growth of the rice industry by taking into consideration and mainstreaming social, economic, and environmental issues** into plans**,** including climate change adaption and mitigation.
13. To identify and address gender issues in rice industry which are in major rice growing Districts, affecting the entrepreneurial spirit and business performance of l women heads of households. youth groups and women groups businesses.[6]

The development of strategic plan will enable RCT to respond to selected critical issues and satisfy stakeholders, partners, and society needs, demands, and expectations.

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

3.0 STRATEGIC DIRECTION

3.1 Vision

A leading, highly organized, profitable and sustainable rice industry in Tanzania and beyond.

3.2 Mission

To be the best engaging, supportive, coordinating institution and disseminator of technical and business services including structuctured rice trading system to all rice stakeholders to deliver better performance, sustainability, and profitability.

3.3 Core values

The core values that will guide the way RCT goes about fulfilling its functions and operations will be: Accountability, responsibility, transparency, and openness

- Committed leadership
- Trust
- Quality product and services
- Credibility
- Stakeholder networking, cooperation and sharing.
- Collaborative. Motivation

3.4 Strategic thrusts

- Enable and facilitate RVC stakeholders' capacity and capabilities to develop and grow.
- Represent, advance, sustain, and broaden the interests of RCT members.
- Productivity and profitability enhancing technical and business advice and services for increasing quantities, quality, and value of rice and allied products produced.
- Timely access to information, data, and technology.
- Promote shift to diversified, value added, high value rice allied products that will fetch higher margins.
- Improved policy, regulatory, and business environments for increasing rice production, value addition, trade, and income.
- Forging partnerships and collaborative arrangements.
- Social, economic, and environmental sustainability.

3.5 Motto

"Mchele kwa lishe na kipato" (Rice for Health and Wealth)

4.0 STRATEGIC OBJECTIVES, STRATEGIES AND ACTIVITIES

4.1 Introduction

This section highlights objectives, strategic options and potential activities that address issues, challenges, and competitive forces that will confront RCT in the period 2015-2019 (see Situation Analysis). The strategic options and activities were arrived at after a fore sighting exercise by the RCT stakeholders.

4. 2 Goal, Strategic Objectives, Strategies, and Main Activities

4.2.1 Goal and strategic objectives

Goal

The overall goal of this strategic plan is to strengthen the capacity and capabilities of RCT so that it may enable the rice industry to increase productivity, production, processing and trade of quality rice, and subsequently register attractive returns for all rice value chain actors.

This will be achieved through the following strategic objectives:

Strategic Objective 1: To improve RCT s' governance, organization and coordination capacity, human resources management, working environment, and operations through capacity building by Dec. 2016.

Strategic Objective 2: **To enable and support the rice industry to increase rice output by 20% by 2020** through an integrated package of assistance, including provision of innovative technical and business services, and evidence- and science-based advice.

Strategic Objective 3: **To play a lead coordinating role through outreach/advocacy, Rice Industry's information and data management and development.**.

Strategic Objective 4: **To advocate for conducive policy, regulatory, business and investment environments to support the growth of the rice industry** as well as advocate for the implementation of regional policies and protocols, such as CET, through evidence based research, strengthening advocacy capacity and stakeholder dialogue by 2019.

Strategic Objective 5: To increase the resources levels of RCT to enable the implementation of its objectives and ensure sustainability through membership subscriptions, financial support from stakeholders and partners, and offering technical and business services at a cost by 2018**.**

Strategic Objective 6: To forge new partnerships, alliances, and networks, and maintain liaison with Government, Boards, groups, or other grains and cereals associations and organizations inside and outside Tanzania, and facilitate joint activities where appropriate through communicating RCT value proposition, soliciting joint project implementation, exchange of staff and resources, and other joined-up approaches.

4.2.2 The strategies and priority activities

This strategic plan builds on the issues undertaken by Tanzania Rice Partnership (TARIPA) and RCT in the 2014-2015 and current and potential issues, challenges, and opportunities that arose from the situation analysis. In addition, the proposed strategies and activities were developed and fine tuned from the discussions with management, Strategic Planning Task Team, and Stakeholder Workshop, held in Bagamoyo in March 10-12, 2015, as to the nature of the needed changes to propel RCT to the next level.

The aim of this section is to present the strategies and activities in the next five years so as to achieve the above set objectives, mission and vision. The activities were elucidated in a manner to ensure that RCT is a high performance, efficient and flexible organization that is able to meet its agreed operational results on a financially sustainable basis.

The strategies and activities that will lead to delivery of the set above objectives are presented below.

SO 1: To improve RCT s' governance, organization and coordination capacity, human resources management, working environment, and operations through capacity building by Dec. 2016.

Strategies

i. Recruit, facilitate, accordingly compensate human resources and provide a conducive working environment and tools.
ii. Establish ICT infrastructure and information management to facilitate communication efficiency.

SO 2: **To enable and support the rice industry to increase rice output by 20% by 2020.**

Strategies

i. Facilitate and support the Rice Industry entities to increase productivity, production and profitability through improved access to affordable input factors and skills.
ii. Catalyze the RVC to adopt and use innovative and cost effective post harvest technologies, including adequate and quality warehousing.
iii. Promote the production of high quality rice using Good Agricultural Practices and Good Processing/Manufacturing Practices in line with national, East African, and International production, value addition, and marketing standards and safety requirements.
iv. Promote market oriented produce and demanded products and their trade

SO 3: **To play a lead coordinating role through outreach/advocacy, Rice Industry's information and data management, and development and disamination(sharing)**

Strategies

i. Develop and implement a communication strategy.
ii. Establish rice stakeholder platforms in all major rice producing districts by 2017 for improving stakeholder outreach, trust, and collective engagement.
iii. Conduct independent research, consult and solicit the views of stakeholders, and provide technical services to the rice industry actors, and make policy recommendations that inform decision makers in Government, enterprises, and society on matters pertaining to the rice industry's growth.
iv. In collaboration with NBS, MAFC-Statistics Unit, MITM-Marketing Division. LGAs, and business enterprises, continually collect, systemize, update and disseminate information and data on the Rice Industry.
v. Establish a high level team/committee of highly skilled and knowledgeable cross-sectoral experts to conduct quarterly rice forecasts and advise the stakeholders accordingly.

SO 4: **To advocate for conducive policy, regulatory, business and investment environments to support the growth of all segments of the rice industry, and conducting activities to influence government programs.**

Strategies

i. Set out clear expectations on how the RCT intends to carry out its mandate/functions including objectives, processes, member responsibilities, and expectations of management.
ii. Conduct research on various policies, legislation, regulations and other initiatives impacting negatively on the rice industry and disseminate to appropriate stakeholders including policy brief notes o the Government for remedial action.
iii. Convene policy dialogues and a annual rice conference to deliberate on the developments, opportunities, and challenges facing the rice industry and solutions.
iv. Advise and keep the Government informed on issues or events that concern or can be reasonably expected to be important (to the rice industry and related stakeholders) currently and in the future that are in the exercise of the responsibilities of the Government's MDAs, Agencies, LGAs, Parastatals, and other public entities.

SO 5: To increase the resources levels of RCT to enable the implementation of its objectives and ensures sustainability.

i. Establish a mechanism for membership subscription and fees
ii. Liaise with development partners and other stakeholders for support in institutional capacity building (initial recruitment and maintenance of core staff, working tools, development of a communication strategy, business plan for technical and business support services, development of District level platforms, and ICT platform and Information Management).
iii. Mobilize resources for rice industry development programs.
iv. Establish a subsidiary business company(ies) under RCT.

SO 6: To forge new partnerships, alliances, and networks, and maintain liaison with Government, Boards, groups, or other grains and cereals associations and organizations inside and outside Tanzania, and facilitate joint activities where appropriate.

Strategies

i. Participate in important events, conferences, and shows e.g. Saba Saba and Nane Nane, and East African, SADC, COMESA, NEPAD, and European Community, NAFTA, and ASEAN shows.

ii. Develop beneficial strategic alliances with, Government, private sector entities, and national, regional, and international councils, institutions and organizations dealing with rice, capacity and capabilities building, rice enterprise development, and research and development.

iii. Expand the working relationships with other commodity councils for sharing of lessons and experiences; joint lobbying/linking with funding institutions; joint activities and program planning, implementation, monitoring and evaluation; sharing of resources, equipment, and investment in technical infrastructure and facilities; periodic joint meetings; and empowerment of stakeholders.

SO1: To improve RCT s' governance, organization and coordination capacity, human resources management, working environment, and operations through capacity building by Dec. 2016.

Priority strategies and activities to be undertaken to achieve the objective

Strategy 1: Recruit, facilitate, accordingly compensate human resources and provide a conducive working environment and tools. ***Governance*** • Recruit a Program Officer Partnerships and Advocacy; Policy Advisor/Analyst; Fund Mobilization and Business Development Officer; Accountant; Administration and Human Resources Officer (including procurement and logistics); Receptionist and Administrative Assistant to ED, and a Clerk/Driver; • Recruit an inclusive Board of Directors constituting of members with the requisite qualifications, skills, experience, and networks that may be valuable for RCT to implement the Strategic Plan;	***Operations*** • Annually review the SP and create an improved operational plan that establishes short and medium term action steps to enable RCT to efficiently and adequately carry out its mandate, set goals, and measurable results for which RCT will be held accountable, in line with changing business environment, existing and potential social and environmental considerations, and economic realities. • Operate within the mandate, policies, approved budgets, and conduct a monitoring and evaluation and report the results.

• Develop/procure appropriate software and manuals to enhance the organizational and operational performance; • Train/give an orientation program to the staff; • Train the Board and Management in Leadership and Good Governance of a stakeholder led commodity-based Council; • Facilitate Board, management and other meetings; • Pay remuneration and benefits to staff; • Cover the costs of the Board and other operational and business meetings; • Pay for activities that are outsourced or out-contracted to other entities. • Purchase technical infrastructure and transportation	• Develop and keep current the Governance Manual for the Board and Management. • Ensure the delivery of annual reports, year-end financial statements, and annual assessments, other technical reports in timeframes are required by the Board, Funders, Government, etc.
Human Resources Management • Prepare RCT capacity development plan; • Conduct training needs assessment and ensure staff are trained on annual basis; • Solicit resources and funds for training opportunities; • Include staff capacity development items and budget in each future RCT's project technical and financial proposals; • Procure a human resource management system and train HR how to use it effectively to align it to all RCT systems and operations.	**Strategy 2: Establish ICT infrastructure and information management to facilitate communication efficiency** • Formulate ICT and other operational policies; • Procure/upgrade software required for RCT operations; • Procure a server/database and software; • Generate and process data for all programs/projects and activities and ensure online access; • Allocate a budget for hardware and software upgrade and maintenance; • Purchase/subscribe band width from provider; • Conduct capacity building to staff on ICT applications.

SO 2: To enable and support the rice industry to increase rice output by 20% by 2020.

Priority strategies and activities to be undertaken to achieve the objective

Strategy 1: Facilitate and support the Rice Industry entities to increase productivity, production and profitability through improved access to affordable input factors and skills

- Enhance and support market oriented variety development to research institutions
- Link and develop marketing skills to qualified agro input suppliers with rice producers (improved seeds, fertilizers, pesticides and herbicides).
- Promote the utilization of agro mechanization (tractor, planter, combine harvester and rotary weeder).
- In collaboration with rice stakeholders impart good agricultural practices to rice producers including System of Rice Intensification
- Expand irrigated area through improvement of the existing irrigation schemes and promote rain water harvesting, storage and high efficiency use.
- Promote the establishment & growth of enterprises dealing with rice production inputs, implements, and machinery at Ward/Village levels in major & prospective rice growing regions.
- Consult and lobby the Government, private sector, & development partners to allocate adequate resources and invest in technical and physical infrastructure development in major rice growing Districts, particularly in large scale rain water harvesting, storage, & management, irrigation, power/energy (including renewables), construction and maintenance of feeder roads passable throughout the year, and environmental management.
- In collaboration with stakeholders, facilitate strengthening of capacity of small to medium farmers, value adding entities, and traders by organizing two or more training sessions annually on sustainable production processes (GAP, GMP), enterprise & organization development. & quality management.

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

- Assist the familiarization and application of the rice standards to the rice stakeholders through workshops, meetings, and fairs.
- Mobilize and encourage farmers to produce agreed marketable variety to maintain quality of a targeted market.
- Promote the establishment of private, rice specific extension service (initially hosted, trained and delivered by KATRIN and other volunteering Large Scale Producers.

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

- Promote grading, quality packaging materials and branding
- 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.
- From time to time conduct foresighting to address and change potential unproductive and disruptive market dynamics and other sensitive internal and external (regional and international) policy and regulatory practices, e.g. related to tariffs; taxes; standards, quality and safety requirements; and other competitive forces.
- Ensure equity and equality in distribution and sharing of incentives and benefits along the rice value chain.
- Facilitate the design and development of a structured rice market system.

- Identify potential areas thst have weak access to extension services and organize Mass approach to training (MAtT). - Solicit financial/funding institutions to allocate and provide low cost credit/funding on favorable terms to rice farmers, processors, and traders. ***Strategy 2: Catalyze the RVC to adopt and use innovative and cost effective post harvest technologies, including adequate and quality warehousing.*** - Identify and improve the existing post harvesting technologies to reduce post harvest losses. - Identify post technology manufacturer and suppliers and linking them with rice producers. - Promote quality storage facilities and equipments. - Promote research for fortification of rice and use of fortified paddy varieties to enhance nutrition value of rice.	

SO 3: To play a lead coordinating role through outreach/advocacy, Rice Industry's information and data management, and development

Priority strategies and activities to be undertaken to achieve the objective

Strategy 1: Establish/strengthen platforms and enable them to function effectively • Identify current and potential major rice growing areas to be impacted by RCT, and where stakeholder platforms may be optimally established. • Convene rice VC actors to elect representatives for the different chain nodes • Develop information needs of the platforms (begin with Shinyanga, Morogoro, Mbeya, Rukwa, Manyara, Kilimanjaro). • Develop, implement, and maintain platforms and enable them to effectively function. • Develop a functional, dynamic website in Kiswahili and English, with integrated data on RVC entities from farm to end user, integrate it with androids, and launch it ***Strategy 3. Identify gaps and design, plan and provide technical and business services to RVC participants and related stakeholders.*** • Develop a business plan for the technical and business services to and implement the plan with other stakeholders.	***Strategy 2: Enhance awareness, sharing of information and data, cohesion/trust and collaboration among RVC participants*** • Develop & implement a communication strategy • Develop & implement a partnership strategy • In collaboration with NBS, MAFC-Statistics Unit, MITM-Marketing Div,. LGAs, and business enterprises, continually collect, systemize, update and disseminate information and data on the Rice Industry • In collaboration with NBS, MAFC-Statistics Unit, MITM-Marketing Div,. LGAs, and business enterprises, continually collect, systemize, update and disseminate information and data on the Rice Industry • Establish a high level team/committee of highly skilled and knowledgeable cross-sectoral experts to conduct quarterly rice forecasts and advise the stakeholders accordingly. • Organize an Annual General Meeting of members. .

SO 4: To advocate for conducive policy, regulatory, business and investment environments to support the growth of the rice industry as well as advocate for the implementation of regional policies and protocols, such as CET as approved by EAC.

Priority strategies and activities to be undertaken to achieve the objective

Strategy 1: Establish a private-public forum for	***Strategy 2 : Get the approved CET***

short and long term policy dialogue for the sustainable rice industry development and growth Set out clear expectations on how the Council intends to carry out its mandate/functions including objectives, processes, member responsibilities, and expectations of management. • Develop, write and publish evidence-based policy briefs with key messages on policy outcomes • Liaise with the Prime Minister's Office, and other private sector organizations for convening relevant brainstorming sessions. • Advise and keep the Government informed on issues or events that concern or can be reasonably expected to be important (to the rice industry and related stakeholders) currently and in the future that are in the exercise of the responsibilities of the Government's MDAs, Agencies, LGAs, Parastatals, and other public entities. • Conduct/commission research/studies on various policies, legislation, regulations and other initiatives impacting negatively on the rice industry and disseminate findings to appropriate stakeholders for remedial action. • Convene a biannual rice conference to deliberate on the developments, opportunities, challenges facing the rice industry and solutions.	***implemented & ensure that there is no adverse change in CET*** • Produce position papers addressing burning issues in rice industry starting with the CET highlighting their effects on stakeholders, economy. • Hold sessions and strategize with the representatives from members of the East African Grain Council. • Establish regular dialogue with Prime Minister's Office & Ministry of East Africa Cooperation.. • Follow-up implementation of agreed resolutions

SO 5: To increase the resources levels of RCT to enable the implementation of its objectives and ensure sustainability.

Priority strategies and activities to be undertaken to achieve the objective

Strategy 1: Establish a mechanism for membership subscription and fees • Identify the number/types of membership fees to be charged and set the rates of the membership subscriptions and fees basing on membership categories and sizes. Learn lessons from other Councils and organizations, e.g. TAHAEAGT and others Seek for membership approval on the types and rates of membership subscriptions and fees to increase ownership ***Strategy 2: Fundraise 30% of the SP budget by Dec. 2015 to enable smooth implementation*** • Launch the strategic plan & invite influential stakeholders and potential funders of key activities • Identify institutional capacity and critical operations needs and potential funders. • Liaise with members and development partners and other stakeholders for support in institutional capacity building. • Develop and submit concept notes/proposals to potential funders.	***Strategy 3: Mobilize resources for rice industry development programs/projects, including PPP***. • Identify industry's challenges and potential funders. • Develop, submit, and follow up concept notes/proposals.

SO 6: To forge new partnerships, alliances, and networks, and maintain liaison with Government, Boards, groups, or other grains and cereals associations and organizations inside and outside Tanzania, and facilitate joint activities where appropriate.

Priority strategies and activities to be undertaken to achieve the objective

Strategy: Enhance RCT's local and global exposure, brand equity, enhance collaborations with other entities to leverage exchange of knowhow, human resources, and to facilitate development of RCT's capacity and capabilities and reach. • Participate in important events, conferences, and shows e.g. Saba Saba and Nane Nane, and East African, SADC, COMESA, NEPAD, and European Community, NAFTA, and ASEAN shows. • Develop beneficial strategic alliances with, Government, private sector entities, and national, regional, and international councils, institutions and organizations dealing with rice, capacity and capabilities building, rice enterprise development, and research and development.	• Expand the working relationships with other commodity councils for sharing of lessons and experiences; joint lobbying/linking with funding institutions; joint activities and program planning, implementation, monitoring and evaluation; sharing of resources, equipment, and investment in technical infrastructure and facilities; periodic joint meetings; and empowerment of stakeholders.

Expected Results

Effective implementation of these strategies and related activities will enable RCT to:

- Bring together and organize a critical mass of relevant stakeholders and resources to design, plan, and implement programs and activities that are valuable to the sustainable rice industry's development and growth;
- Achieve critical mass in relevant areas where the rice based agenda can contribute to income generation, food security, poverty alleviation and environmental sustainability;
- Improve the relevance of RCT activities and interventions inside and outside the country;
- Complete the chain from analysis of rice industry needs through policy analysis and advise; improvement of regulatory and business environment; technology development, testing, adoption and implementation of innovations; and effective links to scaling up systems, platforms, and organizations that can help to leverage impact;
- Build synergy and tap into opportunities provided by institutions and organizations with knowledge, experience, mandates and resources that complement those of RCT;

- Promote positive policy, regulatory and business environment changes at different scales (local and global). In addition, to contribute to policy, institutional, and gender related transformations as appropriate to create conditions and practices that transform livelihoods and landscapes in rice growing areas;
- Incorporate the active participation of rice value chain actors in advancing environmental and natural resource management, thereby incorporating environmental knowledge, expertise, and related considerations into their systems and operations;
- Assure the long-term sustainability of the rice industry This includes 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; and
- Attain a meaningful division of labor and equitable sharing of benefits among different players in the rice value chain continuum.

5.0 IMPLEMENTATION MANAGEMENT

5.1 The implementation matrix

An implementation matrix for the period 2015-2019 has been prepared and is set out in **Annex II**. It reflects the proposals of 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. In terms of the layout of the logical framework, it is set out as Output, Objectively Verifiable Indicators, Activity, Milestone, Timeframe, as well as the related Inputs.

Cost implication

The cost implication for implementing the RCT strategic plan in the period 2015-2019 amounts to TZS, **22,427.7** million, with the following breakdown in Table 2, below.

Table 2. Break down of cost implication for implementing the RCT strategic plan

No.	Objective	Cost, million TZS
1	To improve RCT's corporate governance, organization capacity, management of human resources, working environment, and operations.	2629.4
2	To enable and support the rice industry to increase rice output by 20% by 2020.	14790
3	To play a lead coordinating role through outreach/advocacy, Rice Industry's information and data management, and development	2783.3
4	To advocate for conducive policy, regulatory, business and investment environments to support the growth of the rice industry	1547
5	To increase the resources levels of RCT to enable the implementation of its objectives and ensure sustainability.	78
6	To forge new partnerships, alliances, and networks	600
	Total	**22427.7**

The data calculated based on the exchange rate: TZS 1900=US$1
Detailed costs for each activity are presented in **Annex II**.

5.2 The expected Key Result Areas

The projected key results areas in the RCT's SP lifecycle in the period 2015-2019 are:

i. Capacity building initiatives initiated by RCT increasing agronomic, value addition, and agribusiness knowledge and skill levels and technical capabilities of rice value chain actors stimulating increased acceleration of growth of performance, productivity, and income.
ii. An effective and adequately functioning and sustainably performing rice value chain, with linked and collaborating actors and partners for synergies, is expanding production, processing, and marketing opportunities, addressing issues and facets from producer to end user, including increased access to knowhow, input factors[7], productivity, production quantities and profitability[8].

[7] Input factors refers to low cost finance, improved seeds, quality fertilizers, fertile land, irrigation and water management technologies, farm implements and technologies, research and extension services, warehousing infrastructure, and marketing facilitation.

[8] **Effectiveness**: the extent to which the activity's objectives were achieved, or are expected to be achieved, taking into account their relative importance; **Sustainability**: the likely ability of an intervention to continue to deliver benefits for an extended period of time after activity completion; activities conducted by RCT and rice industry need to be environmentally as well as financially and socially sustainable.

iii. Information asymmetry and data gap reduced through continually collecting, systemizing, updating and disseminating information and data on the Rice Industry in Tanzania. This is enabling RVC actors to know market needs and requirements, enhance their bargaining power, and to receive fair and equitable value.
iv. Policy, regulatory and business environment improving through reforms, transformations, and effective action steps by Government and other public organizations to the satisfaction of rice value chain participants.
v. Enterprising rice related businesses are established, growing, competing in all level markets, and accessing low cost finance and other resources through sustainable models, and generating income and profits for both the near future and long term sustainability.
vi. Issues of low and seasonal variance in the price of paddy and related challenges in profitability slowly being resolved.
vii. A critical mass is achieved in relevant areas where the rice based agenda is contributing to income generation, food security, poverty alleviation and environmental sustainability.
viii. The responsiveness and relevance of RCT and its activities and interventions inside and outside the country improving and being supported by stakeholders and partners.
ix. Technology and innovations development, adoption, use and up scaling increasing efficiency, cost effectiveness and competitiveness of operations across the RVC and leveraging impact in terms of profit.
x. Increasing opportunities for diversification to high value rice products and diverse market participation.
xi. Rice value chain actors adopting environmental care principles and sound environmental and natural resource management by incorporating environmental considerations into their plans, systems and operations, and as a result increasing resilience to climates change and abiotic and biotic stresses and risks.
xii. Improving equality and equitable sharing of benefits among different players in the rice value chain continuum.
xiii. Gender mainstreaming and integration augmented and increasing employment and income generating opportunities for women and youth, who are the population segments that hold the greatest leverage for future rice industry development.
xiv. Long term growth and sustainability of the rice industry is assured.

5.3 Governance Procedures

Leadership and good governance will be an important area of oversight for RCT and control of the performance and costs of the above activities so that the total RCT expenditures are within sustainable levels. The stakeholder workshop has made recommendations for RCT management, members of the Board of Directors, as follows:

i. To begin with, the RCT management should comprise of a small team of 8 staff including the Executive Director (ED) for the delivery of RCT's overall strategy and objectives; Manager Programs and Business Development; Policy Advisor/Analyst; Fund Mobilization and Business Development Officer; Accountant; Administration and Human Resources Officer (including procurement and logistics); Receptionist and Administrative Assistant to ED, and a

Clerk/Driver. The other functions such as Legal, Audit, Monitoring and Evaluation, etc., will be outsourced/ recruited on per needs basis. The management will work on agreed strategic objectives, strategies, activities, and other priority areas as mentioned in the strategic plan, and other beneficial reactive opportunities.

ii. Recruit an inclusive Board of Directors with experienced individuals who can add value to RCT by helping the leadership to make key decisions, help in stakeholder relations/network development and resources mobilization, and ensure that RCT management is implementing sound corporate governance. a) Define the needs and skills set needed**;** b) establish criteria for selecting the Directors; c) Put together a role description and **s**et clear expectations of the role; d) Recruit the Directors e) Create committees, e.g. Finance and Audit Committee; and f) expose the Board to RCT's business and operations.

The Board, will be an inclusive type, and will conduct oversight (administrative, operational, financial, performance, and sustainability controls) and act as an independent, advisory group to the 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 enhancement of the performance of the rice industry. Other includes identifying existing and future critical issues, challenges and opportunities respecting the rice industry and proposing/advising solutions.

RCT is still in the infancy stage; it is less than one year old. Therefore the Board should comprise of highly committed and passionate individuals, who are willing to commit their time, efforts, and resources to continually push RCT agenda to the next level and vigorously pursue achievement of RCT's objectives, mission, and vision. In the first phase of this SP cycle, the Board should perform its functions to jump start the implementation of the SP, while monitoring RCT's progress with both a bird's eye view and an ant's view.

Nine candidates with one or more of the following expertise, experience or representation are required: 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 kept current to guide the functioning of the Board, to ensure it meets the recruitment policy, it efficiently and effectively manages its affairs, is accountable and operates within its mandate, and to measure and monitor its performance whether the Board's mandate is being fulfilled.

The Board will meet 4-5 times per year, about 2-4 months or frequently if need arises, and in no event fewer than two times per year.

iii. Train/give an orientation program to the staff and Board on RCT operational plans, good governance and accountability principles.

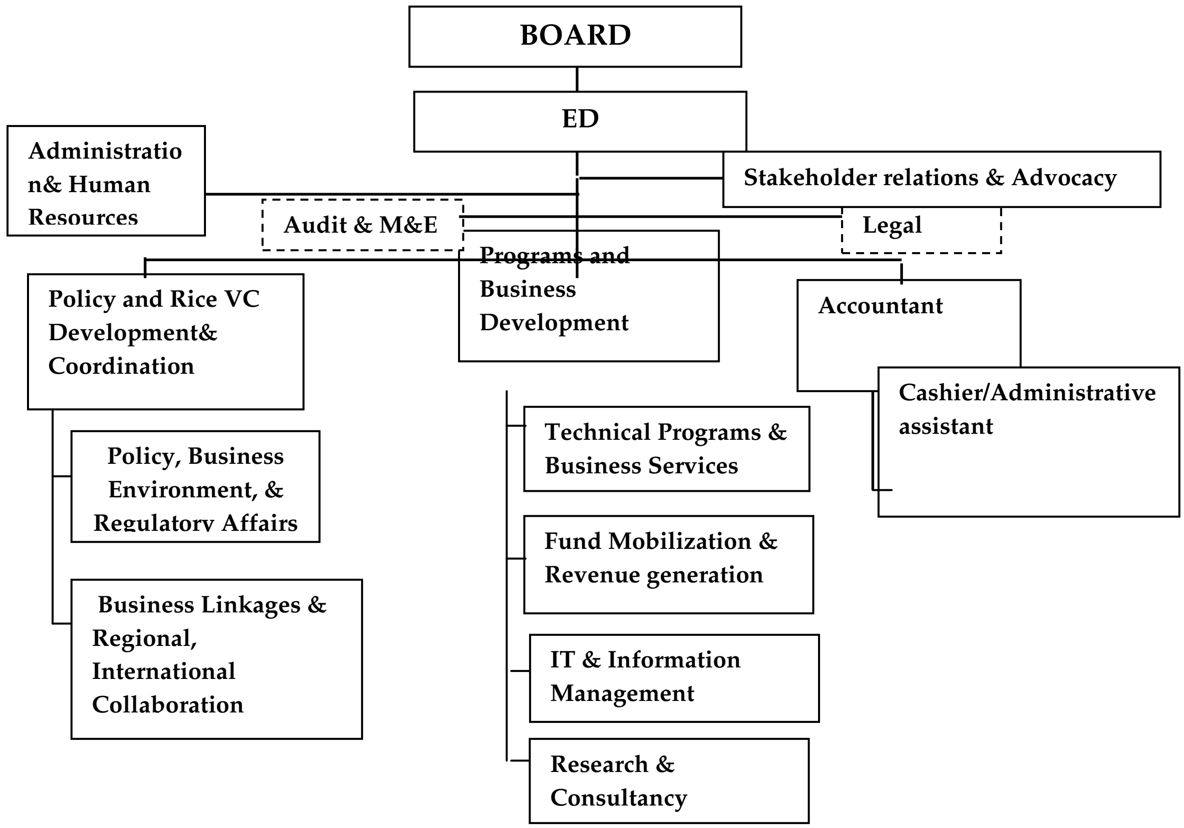
5.4 Organizational Arrangements

In order to implement the new set direction and strategic plan, RCT needs a functional organization structure

The new organization structure is presented in Figure 2. The new organization structure is designed to support the strategic priorities, allow the work flow and activities to ensure maximum and efficient utilization of RCT's resources now and in the future.

Figure 2 will be updated with the recruitment of additional staff as RCT grows and its financial resources base improves.

Figure 2. The RCT organizational structure



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5.5 Physical Resources Development and Management

Under the physical resource development and management, RCT will continue with planning, sourcing funds, and acquiring the following:

i. Securing office space with sufficient room for the employees to be recruited, including a meeting room capable of accommodating about ten people.
ii. Quality furniture.
iii. Procurement of technical facilities and equipment.
iv. Procurement of ICT facilities (website, computers/laptops, internet facilities, backup and recovery, Data Security, Data Backup, communication and other peripheral equipment, software, etc).
   Software to be procured include: Microsoft Windows 10; Microsoft Office 2013; Data Analysis and Statistics; Accounting and Invoicing software; Online conferencing/collaboration platform up to 20 participants; Antivirus Software; Monitoring and Evaluation, Stakeholder Relationship Management; and Project Management software.
v. Procurement of a vehicle, e.g. a Toyota Land cruiser hard top.

The above technical and physical infrastructure will contribute to RCT's brand, capacity and efficiency by creating an enabling work environment for staff.

For the purpose of proper managing of equipment a ledger (both hard and electronic) will be opened for data storage. Some of the data which will be maintained include date of servicing, maintenance, costs of spares, service offered, etc. Well trained internal or out-contracted personnel will be used to operate, repair, and upgrade the equipment.

5.6 Funding and Financial Sustainability

5.6.1. Financial resource acquisition and management

RCT will develop a fund mobilization strategy for generating new sources of revenue. RCT will continue to solicit funds from members and other potential sources. Since the rice industry, agricultural development, capacity building and enterprise development will remain one of the core functions of the businesses, private sector, financial institutions, Government, and development partners and its outputs are considered as public goods, these entities will remain the main financiers. In addition, there is need for pursuing competitive grants because they foster competition amongst staff, thereby enhancing efficiency, and quality output and guaranteed flow of funds.

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

i. The primary source of funding of RCT activities will be RCT members, clients of RCT services, development partners, and collaborating partners.

ii. Employment of competent fund mobilization and revenue generation officer who is conversant with fund mobilization and financial management practices/regulations at Government, private sector, associations/cooperatives, NGO, and development partner levels;
iii. Recruitment of competent accounts staff and put in place competitive remuneration and other incentive packages;
iv. Establishment of transparent mechanisms for disbursements, utilization and accounting of financial resources at all levels;
v. RCT will contribute to formulation of national policies to create awareness to instill political will and commitment for financial resource mobilization for rice industry development, and related areas;
vi. Installation/upgrade of modern electronic financial management software in order to simplify financial data management, flow, computing, and information sharing;
vii. Make regular monitoring of program/ project implementation to ensure conformity with financial resource use plans, monitoring indicators, targets and funders' wants and aspirations;
viii. Create awareness amongst RCT members, funders/financiers and other private sector entities to ensure sustainable, log term financial support to RCT and industry stakeholders, e.g. through launching the SP, and continual reporting of the value proposition and outcomes;
ix. RCT will establish a Consultancy Services and other Revenue Generating Activities Unit;
x. RCT to establish linkage and collaboration with domestic, regional and international organizations for sharing of resources such as SAGCOT Centre, AU NEPAD, ASARECA, AGRA, RLDC, OXFARM, TIC, Local and international NGOs, USAID, JICA, KOICA, NSV, DANIDA, EUC, African Rice, IITA, Aga Khan Foundation (AKF), DFID, Kilimo Trust, FAO, UNDP, UNCTAD, Research and Capacity Building Organizations, Academia/Universities, and others;
xi. Efforts and time will be invested in developing concept notes, proposals, and bids for mobilizing funds from communities, emerging business enterprises/private sector, multilateral bodies, Grants from financial institutions such as Local Banks (TIB, Twiga Bank, Kilimo Bank), East African Development Bank (EADB), CFC, African Development Bank (AfDB) and World Bank, and other private foundations and philanthropic organizations such as Bill and Melinda Gates Foundation.

The above sources will ensure funding and financial sustainability aspects of RCT‟s operations as stipulated in the Implementation Matrix.

There are several assumptions here, which are reflected in the Implementation Matrix, and these include (i) RCT will have a strong and functional Board to advice management, help RCT secure additional funds using Board members networks and influence, and to oversee financial and operational, and investments issues; (ii) that RCT will have a visionary and committed leadership in the ED, and a committed and high performing management at all levels; and (iii) that substantial efforts and resources are invested in mobilizing resources, and lobbying for rice industry specific projects inside and internationally.

5.7 Monitoring and Evaluation

RCT will be accountable for how it uses its own, project funds, and private and public sectors' funds. It needs to demonstrate that investment in RCT activities is a good development investment, used effectively to make a difference to rice industry actors and represents good value for money. Effective planning, implementation, monitoring and evaluation of activities are important pre-requisites for effective and quality outputs. The purposes of M&E is to track and assess the extent of use and effectiveness of project outputs and get feedback on adoption, impact of services, products, technologies, processes, and illustrate the results how they will be turned into outcomes and long lasting impacts, with minimal undesired effects. Information on resources acquisition, use and management, understanding project processes and the resultant delivery of outputs is necessary for effective decision making. This calls to have data/information capture templates for the next five years.

Initially, the M&E function will be outsourced to an external entity to monitor and evaluate activity performance, and to make sure RCT's results influence the decisions of leaders and management in rice industry's enterprises, policy makers and implementers, funders and the public at large. At a later stage, the M&E function in RCT will be established and improved by acquiring appropriate M&E software that will be deployed to harmonize and aggregate M&E data from various operations and projects; to facilitate smooth flow of information and decision making; and to monitor progress towards each of the objectives.

As part of the stakeholder reporting, RCT will hold an AGM and a Biannual Rice Stakeholder Conference to share its outputs, to exchange ideas, and seek collaboration and support for the future activities.

5.9 Internal Financial Assets Audit

The Internal Financial Assets Audit for RCT expenditure will abide to the rules and directions of Government financial regulations (for Government, Public Organizations and Agencies, and LGAs' projects), as laid down in the Financial Regulations and Instructions developed by the United Republic of Tanzania. In the case of other private sector and development partner projects, their auditing systems may apply. The Accounts staff of RCT will ensure that all the necessary account codes are developed and used to facilitate accountability. availability of codes will facilitate recording of all the transactions necessary for RCT expenditures.

Initially, annual internal and external audits will be outsourced to an external entity to enable the respective to ensure that RCT funds are being properly managed and effectively used. Both internal and external audits will control and appraise financial operations and verify financial statements and activity reports. They will provide assurance that the clients/stakeholders and funders that the resources are being used for the purposes for which they are intended. There will be both a financial audit and a performance audit. The audits will also enable the stakeholders to assess the overall financial situation and to match expenditure against agreed targets and reported achievements. The auditors will also provide advice on any modifications/improvements needed in the financial control procedures. Audit reports will be submitted to relevant organs within six month of the end of each year.

At a later stage, RCT will establish and strengthen the Audit and Monitoring and Evaluation Unit that reports to the ED. In addition, oversight will be conducted by the to be established Finance and Audit Committee of the Board.

5.10 Institutional and Legal Services

Legal Services play an important role in the process including drawing up and overseeing the enforcement of contracts. RCT is under obligation to act within the laws of the United Republic of Tanzania. Besides the National laws, RCT is expected to observe regional and international legal issues and effects arising from international and regional treaties and conventions affecting its services and products. In addition, RCT is expected to ensure that all techniques, practices, technologies and innovations developed by its projects and individual staff or in collaboration with others are protected and properly managed through an in house Intellectual Property Right policy and procedures.

5.11 Information Management and Communication Technology

Information is an institutional resource of critical importance for achieving the RCT's mission; hence, effective information management should take place at all levels within an institution to support decision-making processes. Accordingly, RCT will develop and strengthen a system of information management, documentation and dissemination involving the acquisition of information resources for staff, organization of information for easy access and retrieval by users, and supporting staff to publish and disseminate their outputs. RCT will develop a communication and knowledge sharing strategy to ensure that project results reach their beneficiaries in a timely and effective manner. This includes establishment of an e-communication and dialogue platform to enable effective scaling-up of technical and business services, products, and innovations. This will enable project findings being well communicated to key stakeholders in order to achieve improved livelihoods and influence decisions making and utilization. Information management strategies will go hand in hand with employing state-of-the art related ICTs. It will also include: procurement/upgrade of software required for RCT operations (Office management and operations, Project Management, Accounts, Statistics, Data Security, Data backup, etc); Generating and processing data for the Rice Industry and all projects and activities and ensure online access; and procurement of a human resource management system.

The software to be procured are: Microsoft Windows 10; Microsoft Office 2013; Stakeholder Relationship Management, Project Management; Online conferencing/collaboration platform up to 20 participants); Data Analysis and Statistics; Procurement Management; Accounting and Invoicing; Antivirus Software. The procurement of these software are included in the Implementation Plan.

The effective ICT based promotion and marketing of RCT and stakeholder outputs and findings would strengthen cohesion and sharing, uptake, adaptation, adoption, and use of knowledge, technologies, best practices, and other innovations. Effective information management and communication should take place at all RI levels. Therefore, the current information and documentation services under RCT will be developed and strengthened into a system of information management, documentation and dissemination of outputs through eestablishing a database for all members and stakeholders, and establishment and implementation of stakeholder platforms (to begin with in Shinyanga, Morogoro, Mbeya, Rukwa, Manyara, and Kilimanjaro). At a later stage, an Information Management System will be developed and implemented.

Furthermore, RCT will encourage its stakeholders to join new ICT mobile platforms such as Mobile Kilimo for getting information on various issues, access to finance, procurement of inputs, and trade information

5.12 Gender issues

The state of gender relations and equality in major rice growing regions is subpar. There are still certain adverse traditional and cultural practices that propel discrimination and inequality to disadivantaged groups(including women heads of households and youth)to access and benefit equally from development activities, RCT will carry out studies to identify and address gender issues in the along the rice value chain and ensure that all groups accrue and benefit equally to all rice industry development activities,

In recognition of the need to address gender disparities in the Rice Value Chain and harness the capacities, opportunities and empowerment of men, women and youth alike, there is a need to leverage the gender potential in rice development and to create synergies between rice and gender development goals, as per Women and Gender Development Policy 2000. It is therefore proposed to develop and implement a Rice Gender Strategy for the women and youth segment of the communities that hold the greatest leverage for rice development in the country (about 62% of the 1.2 million annual births).

The overall goal of this strategy is to increase the quality, efficiency and impact of RCT interventions, to address gender-specific needs and enhance the empowerment of women and young adults, and ensure that the outputs and outcomes reach and benefit both men women and youth thus helping to promote equality of opportunity and outcomes between women and men in the Rice Value Chain and Rice Industry.

5.13 Assumptions and risks

In putting this strategy into action and achieve the desired outcomes there are a number of assumptions and conditions which are conceived in planning the implementation. Incase these assumptions hold otherwise there potential risks that may be faced. The following are the assumptions:-

- RCT stakeholders will be receptive, collaborative and supportive to the implementation of this strategic plan.
- Initial financial and other resources (human and infrastructural) are obtained by RCT in the short to medium term.
- Improved stakeholder communication, mobilization, and advocacy for their interests resulting in increased recognition and support for RCT.
- Knowledge, skills and performance levels of value industry stakeholders and their businesses are improving.
- Policy, regulatory, and business environment in favor of rice industry and agriculture holds through the 5th -6th phase Government.

- Raising price of rice and RVC profitability sustainably.
- Maintenance and increased cooperation and synergy between Government, farmer organizations, rice business enterprises and other rice value chain participants.
- Improving gender mainstreaming and integration in rice businesses, private and public interventions, District Development Plans, ASDPII, MKUKUTA III, FYDPII, and increased engagement and involvement of women and youth in the rice value chain processes and activities.
- The economic and market situation for rice shall not change adversely.
- Increased public budget allocation and development partner funding for the rice sub-sector to address specific priority value and supply chain opportunities and challenges in rice growing areas, especially rice production, warehousing, and marketing infrastructure.
- Rice industry stakeholder organizations and platforms are established and organizational foundations are strengthened.
- NGOs and other non-state actors support in the rice sub-sector is sustained.

In case the assumptions do not hold the risks that are possible to be faced are:

- Inability to recruit additional staff, working tools, and raise adequate funds in time undermining the implementation of the strategic plan.
- Volatility and falling of rice price and related potential fall of the targeted profitability increase affecting stakeholders' contribution and participation in RCT activities and related common rice industry plans.
- Low support and indifference among RCT members resulting insignificant changes in the business environment resulting in leveling or drop in industry's performance and investments.
- Risk that efforts to raise RVC's cost-effectiveness and productivity growth can lead to labor shedding rather than job creation in the longer term.

The following are proposed to manage some of the above risks:

i. There is need for RCT, RI's private and public leaders and other stakeholders to brainstorm on alternative labor and measures on how to create effective demand in other areas of the RVC or sectors or outside agriculture for labor that will be made redundant with proliferation of technologies and factors that will enhance efficiency and productivity. One of such alternatives is establishment and expansion of production of diversified, high value rice and allied products and their market development, e.g., food and feed products, nutriceuticals, rice oil, renewable energy sources from rice husks, production of organic, orthopedic mattresses, etc. Such areas may provide employment opportunities, sustainable revenue streams, and act as a refuge for excess labor in the RI.

ii. Development and expansion of other value chain opportunities, e.g. in the development of marketing infrastructure to enhance sufficient throughput rice products' quantities for export.

iii. Training/retraining, learning new skills, and shift to other professionals, rural franchises, and social enterprises, e.g. maintenance management, water and sanitation, economically viable renewable energy sources, environmental management, climate change resilience adaptation in the rice industry, etc.

iv. Sustain a constructive dialogue on constraints and challenges that are affecting the rice industry and reach a consensus on how to resolve them.

6.0 RECCOMENDATIONS

This section provides recommendations related to the way forward, as follows:

Key issues for future: Operational issue

xi. Sell the Strategic Plan: Promote stakeholder ownership, contribution, and participation in the implementation of the strategic plan (SP) by launching the SP and making zonal and other presentations on the SP, e.g. to potential financiers.
xii. Recruit and adequately compensate the requisite staff.
xiii. Procure office space and working tools to improve the work environment.
xiv. Develop and submit quality concept notes and proposals to members, potential funders, and partners to get resources for implementing key activities in the SP.
xv. Implement the SP in collaboration with internal and external stakeholders and partners, taking into consideration agricultural and other cross-sectoral policies, strategies, programs, interventions, and respective regional and international agreements.
xvi. Develop and implement a funds mobilization strategy.
xvii. Develop and deliver a communications strategy.
xviii. Develop and implement a partnership strategy.
xix. Develop and implement a Rice Gender Strategy.
xx. Develop a business plan for the technical and business services to be provided by RCT.
iii. Pursue the RCT vision by effectively engaging members and stakeholders and devise measures to address resistance to change.
iv. Closely monitor outputs, trends, and measure and evaluate change and impact of RCT activities, and address failures.

Policy and institutional issues

v. RCT should dialogue and work with the Ministry of Agriculture, Food and Cooperatives and other line ministries and continue to develop/review the policies, legislation, and regulatory framework and ensure that the necessary institutions at the national, regional and local levels are in place, effectively manned and functioning, and adequately financed to facilitate the development of the Rive Industry and allied interventions, and to enhance infrastructure development and social provisions in areas dealing with rice.
vi. In collaboration with NBS, MAFC-Statistics Unit, MIT-Marketing Div, LGAs, and business enterprises, continually collect, systemize, update and disseminate information and data on the Rice Industry.
vii. Conduct/commission independent research, consult and solicit the views of stakeholders, and provide technical services to the rice industry actors, and make policy recommendations that inform decision makers in Government, enterprises, and society on matters pertaining to the rice industry's growth.

viii. Establish a high level team/committee of highly skilled and knowledgeable cross-sectoral experts to conduct quarterly rice forecasts and advise the stakeholders accordingly.

Capacity strengthening

The human and financial capacity at all levels of RVC should be enhanced; in particular, more financial resources should be allocated to enterprise development and extension services. Training programs in various fields should be organized for the rice value chain actors for example in participatory and sustainable approaches in their operations, training producer associations in good management practices, quality and safety management, marketing, and in the operation and maintenance of machinery and irrigation schemes. Additional training programs should also ensure that RVC actors are well versed in command and control and voluntary industry and public rules, regulations and procedures, and standards.

Technological use

i. An information and data collection and dissemination program should be designed and implemented. This would facilitate the sharing and use of up to date knowledge and information for decision making e.g. in business planning, weather variability and production planning, investments planning, marketing and implementation of similar activities in the future. It is proposed that compiling information regarding the rice industry should be ICT based.

ii. RCT should encourage RI stakeholders to adopt and use improved technologies, machinery, and innovations in RI processes to make considerable contributions to increased efficiency, productivity and production and thereby reduce costs and enhance profitability. To achieve this requires regular communication and awareness raising, improved extension service, and training of RI's beneficiaries, men and women. The role in the local communities of women in achieving the tech-based results must be emphasized and awareness raising and training must be provided to women and youth to achieve improved gender equity.

Diversification

Facilitate the development and diffusion of nutritious rice and bio-fortified rice varieties that will allow consumers of rice to attain healthy and nutritious diets and enable the RI to benefit from production and value addition, and marketing opportunities. In addition, facilitate integrated approaches to improve food safety.

Other issues

Participatory approaches involving the Business community, Central Government, District councils, Communities, Development partners, NGOs, and other non-state actors should be adopted as the standard methodology for planning, designing and implementing all future RCT programs and interventions.

ANNEX I. STAKEHOLDERS ANALYSIS

Table 3. The summary of priority needs, concerns, and needed actions/interventions in order to enhance rice industry's growth and competitiveness

Stakeholder/Actor	**Priority Areas/Needs**	**Major Issues/Concerns**	**Action/Intervention/Response Needed**
Smallholder rice farmers	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. Reduced taxation that hurt producers 5. Government subsidies on inputs 6. Development of infrastructuctuerest o enhance buyers to access their area. 7. to have a voice in bargaining rice prices. 8. Better yielding varieties. 9.Investment capital	• Fair and competitive farm gate rice prices, with low seasonal variance. • Inadequate production technical skills and farm business management and organization capacity. • Lack of farmers' 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 • Poor quality and high cost of improved seed varieties. • Unreliable quality and high cost of fertilizer and chemical inputs. • Lack of low cost agricultural credit and innovative financial products and services such as value chain • Financing, and medium to long term production, value add and trade finance for budding RVC enterprises. . • 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 reduce farmer income (import of rice, over production). • Uncertain weather conditions.	• Training and capacity upgrading. • Increase Government budget allocation to adequately trigger rice sub sector performance improvement. • Ensure comprehensive agricultural productivity enhancing packages are promoted in the extension services. • 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. • Strengthening the provision of quality public and commercial extension services-Initiate a Private Rice extension Service. • Promote and fund research and development into quality, high yielding, minimal water and fertilizer requiring varieties-by KATRIN. • Support effective pest and invasive management promotion. • Establish Ward/Village based financial services as well as facilitating linkages with Savings and Credit Cooperative Societies (SACCOS) / Savings and Credit Associations (SACAs), Microfinance Financial Institutions, Commercial Banks to assist farmers with credit 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 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. • Promote production and processing of brown 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	1.Ensure predictability of policy and regulations; 2.Reduce tax burdens. 3.Coordination and synergy among RVC entities is sub optimal	• Uncontrolled produce cess levied by local government. • Limit duty-free import and flooding of the market with cheap Asian rice. It diminishes the incomes of players across the rice value chain, from small scale farmers, millers, local traders and processors to packers, and it discourages investments or to attract new investors to the industry. • The Common External Tariff (CET), originally introduced to protect a young and fledgling Tanzanian rice industry is not wholly implemented. • Comprehensive incentives for	• Promote and encourage PPP investments. RVC investment opportunities should be elaborated and profiles promoted to potential investors by RCT. • Strengthen and ensure credibility and reliability of official rice market information & data. • Increase the pace of reforms of destructive taxes. • Agricultural land bank and related services should be implemented. • Private Sector Investment Protection measures should be ensured. • 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

		increased private sector investment in RVC are inadequate. This is needed to effectively implement the rice development commercialization agenda, as per NRDS • Increased access to regional and international markets. • Increase access to business and extension services, and skilled human resources. • Rising cost and need of diversity of inputs (fertilizers, agro chemicals, improved seeds, implements),	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. • Strengthen RCT to set up or revive public-private forum/platform for rice in regions/Districts for policy and business dialogue and coordination • Address importation of duty free rice products that distorts the price and market. • Strengthen and enforce quality and safety rice standards. • Establish a structured trading systems and rice or grain commodity exchange • Reduced cost of inputs. • Sustenance of EAC's CET. • Enabling business environment for large scale production. • Reduce taxes and tariffs • Improved linkages to international markets. • Ensure a well negotiated EPAs and WTO Doha Round with benefits to Tanzania's rice industry.
Processors	1. improved agric practices of small farmers to reduce breakage at the mills. 2. Stable power supply 3. quality and standards	Technical infrastructure (electricity, water, etc) is suboptimal. Quality and standards enforcement is missing.	• Promote dissemination, adoption and use of technologies that help improve processing and delivery efficiency to small - medium millers and women value adding groups. • Packaging technologies are not easily accessible. • Ensure sanctions are effectively implemented for non adherence to standards by strengthening capacity of respective TBS, TFDA, and TANTRADE • Facilitate value chain partners to adapt standards and quality incentives and self regulating mechanisms
Traders	1.Technical and		• Government should increase

	physical infrastructure upgrading and construction is lagging behind in strategic areas in the RVC which is lowering competitiveness. 2.Need to establish mechanism and links in the rice trade to facilitate the competition of Tanzania export enterprises to compete in regional and international markets. 3.Need of a domestic rice market development.	• A poorly developed rice value chain with poor coordination, governance and weak market links. • 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 yet to be harmonized and other trade barriers are yet to be removed. • Ensure effective implementation Tanzania Rice Development Strategy's objectives of transforming the rice sector into a commercially viable production system, by making rice to be made more affordable to consumers (e.g. retail price below TShs 1500/kg), and making the country's rice exports more competitive in regional markets.	resources for investment in priority infrastructure upgrading projects geared at enhancing competitiveness. • Improve and significantly reduce infrastructure constraints that limit the size of the local and neighboring 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 favorable rice trade terms with neighboring countries 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.
Input Suppliers		• Agro dealers support not optimal. • Strengthen the capacity of stockists access to credit and business skills.	• Establish Ward/Village based input supply services. • Promote proper use of inputs for increased production and productivity. • Build strong and economically viable supply chains to village level. • Need incentives to finance optimum applications of farm inputs.

RCT employees	1. Only two staffs. 2. Need of a conducive working environment and tools for efficient and timely delivery of services, and effective facilitation and coordination of the industry. . 3.Effective leadership, commitment, good governance and accountability by the Board, Management, and Staff.	• Develop strategic and business plans. • Recruit and compensate additional staff. • Inadequate securing, properly allocating, utilizing, and accounting for resources due to staff and capacity constraints. • Enhance the capacity of staff through periodic training. • Lack of timely and trustworthy information and data. • Need to use technologies, such as ICT platforms in delivering services and stakeholder communication and coordination.	• Develop a strategic plan and business plan for the technical and business services. • 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. • 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. • Need to increase staff self-confidence, self-efficacy and performance levels through capacity building/ training opportunities. • Ensure adequate remuneration, benefits, and rewards to minimize staff attrition. • 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	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.	• Resources for training, recruiting and maintaining skilled and competent staff. • Financial resources to support training functions and maintenance of students (hostels, etc)	• 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	1. Resources for conducting quality research and support of public	• Need to extend the coverage of professional, targeted extension service. • Need to improve the work	• Need to harness research and development- to get improved and right seeds and planting materials for given agro-ecological zones,

Extension Services	extension services. 2. Working tools. 3. Training & recruitment of young highly skilled researchers. 4.Training of Extension staff on new GAP eg SRI 5. provision of climatic forecast information to extension staff 6. soil tests in agroecological zones for responsive and optimal input applications recommendations 7. business skills to extension staff	environment (e.g. by providing transport, computers, communication tools, and occupation health equipment and materials), basic work facilities (e.g. access to internet), compensation and benefits (attractive health insurance and pension schemes) to attract, motivate, and retain specialists/extensionists. • Weak research-extension-farmer linkages leading to inadequate dissemination of research outputs.	optimum agronomic practices, efficient irrigation, understand the likely effects of climate change on crop growing areas, and to develop practical climate change resilience adaptation strategies/measures. • Need to improve the seeds and planting materials so that they can have 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). • Need to 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 smallholders growers in order to maximize crop productivity and distribution of harvesting period throughout the year. • Providing accessible, affordable, and user friendly technologies to extensionists for transfer, adaptation and adoption by stakeholders. • Designing and implementing an accountability mechanism for delivery by extension officers. • Setting up farmer field schools and demonstration plots in strategic and accessible areas. • Conducting feasibility and cost-benefit analysis for expansion of agricultural production in new areas and establishment of factories, the utility, long-term benefits, and spillovers. • Strengthen the capacity of private and public organizations ‘capacity for seed production and delivery systems. • Acquire UV test laboratory to assist farmer in quick soil tests for optimal input application
Women and youth		• Raising the awareness and understanding youth and women on	• Empower women and youth’s knowhow wise to uplift their skills, knowledge, confidence, economic

		the opportunities in the RRVC and how to grab them. • Increased access to gender-disaggregated data on the rice industry development and growth. • Developing 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. • Improving freedom and capacity to participate in decision making and industry activities and make a sizeable income. • Identify, address, change or modify behavior, customs that discriminate against women and hinder women and women groups progress in rice businesses.	power to fully participate in TVC processes and activities to make beneficial and equitable gains and income. • Empower women to be financially independent to safeguard their rights and improve their production performance to enable them to fulfill 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. • 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 organizations, Tanzania Small Farmer's Group Network (MVIWATA), etc)	1.Inadequate management, organizational and agribusiness capacity. 2.Inadequate funding to effectively run operations and investments. 3.Low business ethics, lack of trust, limited compliance to contract, agreements, and regulations by certain members.	• Poor capital base • Failure to deliver quality and cost-effective services to members • Unstable membership. • Low level of autonomy due, in some cases, to external interference. • Capacity building and empowerment of rice producer, processors, and trade organizations to render more effective advice and support services to members and to equitably and sustainably participate in the RVC. • Improvement of agronomic and agribusiness skills for improvement of efficiency, productivity, and profitability.	• Strengthen the capacity and capabilities, institutional arrangements, and governance model of producer groups/organizations. • 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 RCV. • Promote use of mechanization and uptake of technologies to enhance

		• 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. This limited capacity hinges on two levels one on civic expression while the other lies on the knowledge and skills in agronomy, post harvest handling and marketing. 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.	productivity and expansion, and competitiveness. • Enhance the skills set and make rice production, processing, and trade attractive to youth. • Promote exchange visits to draw on experiences and lessons from elsewhere.
Business support organizations/ Private Sector Service Providers (ACT, TCIIA, CTI, etc)	1.Strengthening of capacity for influencing policy and regulatory framework. 2.Inadequate funding.	• 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.	• 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

TABLE 2. IMPLEMENTATION PLAN FOR RCT'S STRATEGIC PLAN 2015-2019

Output	Activity/Action Steps	Verifiable Indicators	Period	Lead & Partners	Budget, million TZS	Sources of funds
Objective 1. To improve RCT's corporate governance, organization capacity, management of human resources, working environment, and operations.						
Strategy 1: Recruit, facilitate, accordingly compensate human resources, Board, and provide a conducive working environment and tools.						
Additional staff recruited, compensated, & orientation made, ED compensated, and Outsourced jobs conducted	Compensate ED, and recruit additional 7 staff, pay salaries, benefits, and outsource Audit, M&E functions	No. of employees recruited. Jobs outsourced.	May 2015-Dec 2019	Board & Mgt	1368.4	
Board recruitment, orientation, and meetings and reporting made	Recruit the Board, hold meetings 3x annually, cover costs of meetings , and do reporting for 4.5 years	No. Of Board meetings held, reporting	2015-2019	ED, Mgt	270	
Office space rented, working tool procured	Procure office space, utilities, & security for 55 mo	Paid rent and utilities	2015-2019	Mgt	165	
	Procure basic furniture, technical facilities, accessories	Procured furniture, technical facilities, accessories	2015	Mgt	30	
	Vehicle	Vehicle	2016	Mgt	155	
	Vehicle fuel & maintenance costs	Fuel & maintenance costs for 55 mo	2015-2019	Mgt	110	
Strategy 2: Establish ICT infrastructure and information management to facilitate communication efficiency						
	Procure appropriate software, peripheral equipment, make upgrades, purchase internet, train staff & Procure stationery and other materials	Software, materials, equipment procured	2015-2019	Mgt	164.4	
Subtotal					**2629.4**	

Output	Activity/Action Steps	Verifiable Indicators	Period	Lead & Partners	Budget, million TZS	Sources of funds
Objective 2. To enable and support the rice industry to increase rice output by 20% by 2020.						
Strategy 1: Facilitate and support the Rice Industry entities to increase productivity, production and profitability through improved access to affordable input factors and skills						
Production and productivity increased	i. Enhance and support market oriented variety development to research institutions	Number of rice variety developed, adopted and used by stakeholders	2016 to 2019	RCT, National and International Research institutions	180	Government, AGRA and Bill Gate Foundation, USAID, JICA, KOICA DANIDA and SNV
	i. Link and develop marketing skills to qualified agro input suppliers with rice producers (improved seeds, fertilizers, pesticides and herbicides	Agro inputs accessed, adopted and used by farmers	2016 to 2017	RCT, Agro input dealers, Government, TOSC, TFRA,	200	RCT, Government, Oxfam, USAID, JICA, KOICA DANIDA and SNV
	i. Promote the utilization of agro mechanization (tractor, planter, combine harvester and rotary weeder)	Agro machinery is accessed and utilized by number of rice farmers	2016 to 2020	Government, SUMA JKT and Agro machinery companies, Agriculture Input Trust Fund and Financial Institutions	150	NMB, ADB,
	/. In collaboration with rice stakeholders to impart good agricultural practices to rice producers including System of Rice Intensification	-Number of farmers imparted with GAP knowledge -Quantity and quality rice produced	2016 to 2019	RUDI, RCT, Government, NGOs KPL,	500	RCT, Government, Oxfam, USAID, JICA, KOICA DANIDA and SNV, Kilimo Trust
	/. Expand irrigated area through improvement of the existing irrigation schemes and promote rain water harvesting, storage and high efficiency use. i. Consult and lobby the Government, private sector, & development partners to allocate adequate resources and	Irrigated area increased base on 2015 data Water harvesting structure developed. Amount of resources and invest in	2016 to 2020 2016 to 2020	MoFP, Irrigation Commission, Ministry of Water , Oxfam, USAID, JICA, RCT, Government , USAID, JICA	10,000 10	RCT, Government, Oxfam, USAID, JICA, KOICA DANIDA and SNV, Kilimo Trust. Government , USAID, JICA

	invest in technical and physical infrastructure development in major rice growing Districts, particularly in large scale rain water harvesting, storage, & management, irrigation, power/energy (including renewables), construction and maintenance of feeder roads passable throughout the year, and environmental management. i. In collaboration with stakeholders, facilitate strengthening of capacity of small to medium farmers, value adding entities, and traders by organizing two or more training sessions annually on sustainable production processes (GAP, GMP), enterprise & organization development. & quality management. i. Solicit financial/funding institutions to allocate and provide low cost credit/funding on favourable terms to rice farmers, processors, and traders.	technical and physical infrastructure development No. of training sessions held annually No of banks and micro finance institutions providing loans to RVC entities	2016 to 2020 2016 to 2020	Rice farmer associations/groups, platforms, Tanzania Small Farmer's Group Network (MVIWATA) RCT, LGAs, Community, Capacity Building Partners RCT, LGAs, Business community	600 30	RCT, MAFC Business Community, Capacity Building Partners Commercial Banks, Microfinance Institutions (MFIs), Savings and Credit Cooperative Societies (SACCOS) / Savings and Credit Associations (SACAs), EADB. AfDB, MAFC
Strategy 2: Catalyze the RVC to adopt and use innovative and cost effective post harvest technologies, including adequate and quality warehousing.						

Post harvest technology promote and improved	i.	Identify and improve the existing post harvesting technologies to reduce post harvest losses	Post harvesting technologies identified, improved and utilized	2015 to 2019	Government, AGRA, Swiss Devt Cooperation, Manufacturers and RCT	100	Government, Swiss Devt Co., ROCKFELLOR and Financial Institution
	ii.	Identify post technology manufacturer and suppliers and linking them with rice producers.	Manufacturer technology identified and linked to the end users	2015 to 2016	Government, RCT, NGOs and Development partners	50	Government, AGRA and Development Partners
	iii.	Promote quality storage facilities and equipments	Quality storage facilities and equipments are accessed and utilized	2015 to 2020	RCT, SIDO, NGOs and Government	75	ROCKFELLOR Foundation, Financial Institution and Government (BRN)
Fortified paddy varieties researched, produced, adopted, adapted and used	iv.	Promote research for fortification of rice and use of fortified paddy varieties to enhance nutrition value of rice.	Fortified paddy varieties produced, adopted, adapted and used	2017-2019	RCT, KATRIN, SUA, MAFC ARI, IRI	2000	MAFC, BMGF, IFPRI, IRI, & other research supporting organizations
Strategy 3 Promote the production of high quality rice using Good Agricultural Practices and Good Processing/Manufacturing Practices in line with national, East African, and International production, value addition, and marketing standards and safety requirements.							
High quality rice which meet national and international standards is produced	i.	Assist the familiarization and application of the rice standards to the rice stakeholders through workshops and meeting	Rice standards are available and applied by the end users	2015 to 2020	RCT, TBS, TFDA, EAGC and NGOs, MITM, GIS	50	Government , NGOs and Development Partners
	ii.	Promote market oriented produce and products using e-platforms such as M-Kilimo, E-Learning M-Microfinance which are in existence and managed by ESRF in the districts, and other e.g. M-Sokoni.	Demand driven products are identified, produced and marketed	2015 to 2020	RCT, Traders, Consumers, Producers	50	Development partners, Government, NGOs, Traders

	iii.	To mobilize and encourage farmers to produce agreed marketable variety to maintain quality of a targeted market.	Farmers mobilized, and supply common rice products for a targeted market	2015 to 2020	RCT, NGOs, Government, Traders	150	Government (BRN), development partners, traders and NGOs
	iv.	Promote the establishment of private, rice specific extension service (initially hosted, trained and delivered by KATRIN and other volunteering Large Scale Producers.	Rice specific extension service established and operating	2017-2019	RCT, KATRIN, Medium-Large Scale Producers.	50	RCT, Training Institutions, KATRIN, Medium-Large Scale Producers, other Capacity Developing Partners
Strategy 4: Promote market oriented produce and demanded products and their trade							
Market oriented produce and products promoted	i.	Promote grading, quality packaging materials and branding	Rice produce and products are graded, packed, branded and marketed	2015 to 2020	SIDO, Traders, Ministry of Trade, Financial Institutions, Manufacturers and Suppliers and TBS	100	Government, Traders, Financial institutions, MITM, GIS, UNCTAD, WTO
	ii.	Establishment of structured rice market system	Structured market system established and applied	2015 to 2019	Government, EAGC, Development partners, NGOs, Traders and producers, TWLB	200	RI business community, Traders, Financiers, Development partners, Government.
	iii.	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.	No of product diversificatio n and market development efforts	2015 to 2019	RCT, Traders, producers, SIDO, Research Institutions (TIRDO),TBS ,TFDA, TFNC	50	Traders, Financial institutions, MITM
	iv.	Ensure equity and equality in distribution and sharing of incentives and benefits along the rice value chain	No. of fair trade certifications	2016-2019	RCT, Fair Trade Certifying Cos. MAFC, MITM	40	RCT, Businesses, Traders, Partners promoting fair trade
	v.	From time to time conduct foresighting to address and change potential unproductive and	No of sessions	2015-2019	RCT Members, Invited experts	250	RCT, RVC entities

	disruptive market dynamics and other sensitive internal and external (regional and international) policy and regulatory practices, e.g. related to tariffs; taxes; standards, quality and safety requirements; and other competitive forces.					
Subtotal					**14,790**	

Output	Activity/Action Steps	Verifiable Indicators	Implementation period	Lead & Partners	Budget, million /TZS	Sources of funds
Objective 3. To play a lead coordinating role through outreach/advocacy, Rice Industry's information and data management, and development						
Strategy 1: Establish/strengthen platforms and enable them to function effectively						
Cluster chapters of RCT identified and agreed	Identify current and potential major rice growing areas to be impacted by RCT, and where stakeholder platforms may be optimally established	Draft list of cluster areas	By 30th May 2015	RCT Mgt	2	RUDI
	Set criteria for selecting cluster areas	List of criteria for cluster selection				
	Select cluster areas for intervention	Cluster area identified				
RCT membership database developed	Sensitize rice value chain actors about benefits of joining RCT	Filled membership application forms	By 30th Sept 2015	RCT Mgt	30	FSDT, SERA Project
	Recruit fresh members	Number of fully subscribed new members	On-going	RCT Mgt		
	Profile and Map members	Profile and mapping report	On-going	RCT Mgt		
	Create data base of members	Database of members	By Dec 30th 2015	RCT Mgt		
RCT representatives for each node elected	Convene rice VC actors to elect representatives for the different chain nodes	List of elected members	By Mar 2016	RCT Mgt	100	SNV Tz, NMB, Kilimo Trust
ICT platforms developed & operationalized	Develop information needs of the platforms (begin with Shinyanga, Morogoro, Mbeya, Rukwa, Manyara, Kilimanjaro)	List of information needs	By 30th Aug 2015	RCT & current partners	0.5	
	Develop ToRs for service provider	ToRs	By 30th Sept 2015	RCT Mgt	0	N/A
	Advertise for & recruit service provider	Advert & recruited company	By 30th Oct 2015	RCT Mgt	0.8	
	Develop ICT platforms	ICT platform fully operational	By June 2016	RCT Mgt, Service	100	
	Pilot platform					

Output	Activity/Action Steps	Verifiable Indicators	Implementation period	Lead & Partners	Budget, million /TZS	Sources of funds
	Operationalize platforms and enable them to effectively function.			provider		
	Maintain platforms					
	Develop a functional, dynamic website with integrated data on RVC entities from farm to end user, integrate it with androids, and launch it				15	
Strategy 2: Enhance awareness, sharing of information and data, cohesion/trust and collaboration among RVC participants						
Awareness, sharing of information and data, cohesion/trust and collaboration among RVC participants improving gradually	Develop & implement a communication strategy	Communication strategy document	2015-2016	RCT, Consultant	640	SERA project, Kilimo Trust
	Develop & implement a partnership strategy	Partnership strategy document	2015-2016	RCT, Consultant	215	
	In collaboration with NBS, MAFC-Statistics Unit, MITM-Marketing Div,. LGAs, and business enterprises, continually collect, systemize, update and disseminate information and data on the Rice Industry	Quantity and quality of information & data collected, collated, and systemized	2015-2016	RCT, NBS, MAFC-Statistics Unit, MITM-Marketing Div,. LGAs, and business enterprises,	600	
	Conduct/commission independent research, consult and solicit the views of stakeholders, and provide technical services to the rice industry actors, and make policy recommendations that inform decision makers in Government, enterprises, and society on matters pertaining to the rice industry's growth.	Research and studies reports. No of sessions/policy recommendation made to stakeholders	2015-2016	RCT, members, & other partners	450	
	Establish a high level team/committee of highly skilled and knowledgeable cross-sectoral experts to conduct quarterly rice forecasts and advise the stakeholders accordingly.	Quarterly rice forecasts made and advise given	2015-2016	RCT, Business Enterprises, ACT, TCIIA, MAFC, MITM, TANTRADE, Common Fund for Commodities, EUC, AGRA, WB	180	

Output	Activity/Action Steps	Verifiable Indicators	Implementation period	Lead & Partners	Budget, million /TZS	Sources of funds
	Convene policy dialogues	Number of policy dialogues held	2015-2016	RCT Mgt & RCT Board members	150	
	Organize AGM with showcasing	Attendance lists & Minutes	Annually, 2016-2019	RCT Mgt & members	250	
Strategy 3. Identify gaps and design, plan and provide technical and business services to RVC participants and related stakeholders.						
Business plan developed and technical and business services offered at a cost	Develop a business plan for the technical and business services to and implement the plan with other stakeholders	Business plan document	2016	ED	50	
Subtotal					**2783.3**	

Output	Activity/Action Steps	Verifiable Indicators	Implementation period	Lead & Partners	Budget, million /TZS	Sources of funds
Objective 4. To advocate for conducive policy, regulatory, business and investment environments to support the growth of the rice industry as well as advocate for the implementation of regional policies and protocols, such as CET as approved by EAC.						
Strategy 1: ***Establish a private-public forum for short and long term policy dialogue for the sustainable rice industry development and growth***						
Policy dialogue continuing and helping the development of the rice industry and its prioritization in policy implementation	• Develop, write and publish evidence-based policy briefs with key messages on policy outcomes	No of policy briefs	2015-2019	ED, Policy analyst	200	
	• Liaise with the Prime Minister's Office, and other private sector organizations for convening relevant brainstorming sessions.	No of sessions held	2015-2019	Policy analyst	9	
	• Advise and keep the Government informed on issues or events that concern or can be reasonably expected to be important (to the rice industry and related stakeholders) currently and in the future that are in the exercise of the responsibilities of the Government's MDAs, Agencies, LGAs, Parastatals, and other public entities.	No of advisories	2015-2019	ED, Policy analyst	48	
	• Conduct/commission research/studies on various policies, legislation, regulations and other initiatives impacting negatively on the rice industry and disseminate findings to appropriate stakeholders for remedial action.	No of studies published and disseminated	2015-2019	ED, Policy analyst	450	
	• Convene a biannual rice conference to deliberate on the	No of conferences held	2016-2019	ED, policy analyst	300	

Output	Activity/Action Steps	Verifiable Indicators	Implementation period	Lead & Partners	Budget, million /TZS	Sources of funds
	developments, opportunities, challenges facing the rice industry and solutions.					
Strategy 2 : Get the approved CET implemented & ensure that there is no adverse change in CET						
	• Produce position papers addressing burning issues in rice industry starting with the CET highlighting their effects on stakeholders, economy.	No. of position papers	2015-2019	ED, policy analyst	200	
	• Hold sessions and strategize with the representatives from members of the East African Grain Council.	No of sessions held	2015-2019	ED, policy analyst	150	
	• Establish regular dialogue with Prime Minister's Office & Ministry of East Africa Cooperation.	No of dialogues	2015-2019	ED, policy analyst	5	
	• Follow-up implementation of agreed resolutions	No of resolutions effectively implemented	2015-2019	ED, policy analyst	5	
Strategy 3. In collaboration with stakeholders develop and implement strategies, plans and interventions for harnessing the capacities, opportunities and empowerment of RVC entities, men, women and youth alike						
	Develop and implement a Rice Gender Strategy	Rice Gender Strategy doc.	2015-2019	ED, policy analyst, manager programs	30	
Subtotal					**1,547**	

Output	Activity/Action Steps	Verifiable Indicators	Implementation period	Lead & Partners	Budget, million /TZS	Sources of funds
Objective 5. To increase the resources levels of RCT to enable the implementation of its objectives and ensure sustainability.						
Strategy 1: Establish a mechanism for membership subscription and fees						
Fund raising initiatives progressing	• Identify the number/types of membership fees to be charged and set the rates of the membership subscriptions and fees basing on membership categories and sizes. • Learn lessons from other Councils and organizations, e.g. TAHA. • Seek for membership approval on the types and rates of membership subscriptions and fees.	Number/types of membership fees identified and lessons learned from other organizations.	May- June 2015	ED. Fund mobilization officer, Programs manager	7	
Strategy 2: Fundraise 30% of the SP budget by Dec. 2015 to enable smooth implementation						
	• Launch the strategic plan & invite influential stakeholders and potential funders of key activities • Identify institutional capacity and initial critical operations needs and potential funders.	Launching the strategic plan held. Institutional capacity and initial critical operations needs and potential funders identified.	July 2015 May 2015	ED, Board, other staff, stakeholders ED. Fund mobilization officer, Programs manager, Accountant	15	
	• Liaise with members and development partners and other stakeholders for support in institutional capacity building.	No of meetings held with partners and funder and number of commitments made.	June 2015	ED. Fund mobilization officer, Programs manager, Accountant	3	
	• Develop and submit concept notes/proposals to potential funders	No of concept notes/proposals developed, submitted and followed up	June 2015	ED. Fund mobilization officer, Programs manager, Accountant	7	
Strategy 3: Mobilize resources for rice industry development programs/projects, including PPP.						

Output	Activity/Action Steps	Verifiable Indicators	Implementation period	Lead & Partners	Budget, million /TZS	Sources of funds
Report on critical short to medium term challenges/constraints and potential solutions proposed	• Identify industry's challenges and potential funders.	Report	June 2015	ED, Program Manager	1	
	• Develop, submit, and follow up concept notes/proposals.	No of concept notes and proposals	2015-2019	ED, Program Manager	60	
Subtotal					**78**	

Output	Activity/Action Steps	Verifiable Indicators	Implementation period	Lead & Partners	Budget, million /TZS	Sources of funds
SO6. To forge new partnerships, alliances, and networks						
Strategy 1: Enhance RCT's local and global exposure/brand, enhance collaborations with other entities to leverage exchange of knowhow, human resources, and to facilitate development of RCT's capacity and capabilities and reach.						
RCT attending and contributing at important events, conferences, and shows	Participate in important events, conferences, and shows e.g. Saba Saba and Nane Nane, and East African, SADC, COMESA, NEPAD, and European Community, NAFTA, and ASEAN shows.	No of events attended	2015-2019	ED, Administration& Human Resources, Manager programs, Stakeholder relations & Advocacy	150	
RCt value proposition understood and RCT brand is enhanced	Develop beneficial strategic alliances with, Government, private sector entities, and national, regional, and international councils, institutions and organizations dealing with rice, capacity and capabilities building, rice enterprise development, and research and development..	No. of beneficial strategic alliances developed and nurtured	2015-2019	ED, Administration& Human Resources, Manager programs, Stakeholder relations & Advocacy	250	
Exchange of knowhow, staff and resources and joint projects are being conducted with other organizations	Expand the working relationships with other commodity councils for sharing of lessons and experiences; joint lobbying/linking with funding institutions; joint activities and program planning, implementation, monitoring and evaluation; sharing of resources, equipment, and investment in technical infrastructure and facilities; periodic joint meetings; and empowerment of stakeholders	No of working relationships and joint projects	2015-2019	ED, Administration& Human Resources, Manager programs, Stakeholder relations & Advocacy	200	
Subtotal					**600**	

ANNEX III. STAKEHOLDER WORKSHOP PARTCIPANTS

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