

MANAGEMENT RESPONSE



DGD Midterm Evaluation 2025

Name of Country Programme: Tanzania

Date of the Management Response: 23/07/2025

Focal Person(s) for Follow-Up: Djalou franco

Review and cleared by: John Ereng, Catur Utami Dewi, Prima Interpares

Recommendation/Point of attention No.1	In some case, Rikolto was not able to capture useful monitoring data regarding volumes of produce sold. It will be helpful for Rikolto to begin collecting data at the right time when farmers have sold out most of their produce to ensure that you get the accurate volume sold, aiming to time the end of the selling season.			
Management response	<div><input type="checkbox"/> Accepted</div> <div><input checked="" type="checkbox"/> Partially accepted</div> <div><input type="checkbox"/> Not accepted</div> <p>Explanation: We recognize the importance of collecting accurate data on volumes of rice sold, and we understand that timing plays a key role in this. However, in practice, it can be challenging to pinpoint the exact end of the selling season, as farmers often sell their produce in batches over an extended period of time. This makes it difficult to capture a complete and accurate picture at a single point in time. That said, we agree that improving the timing and consistency of data collection is necessary, and we are exploring ways to strengthen our monitoring systems to better reflect actual sales volumes.</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments

Adjust the timing of data collection to better align with local selling patterns, by working closely with farmer organizations to understand when the majority of produce is typically sold.	Q3 2025	Country Programme Coordinator	planned	The time frame selected aligns with local selling patterns.
Do check-ins with farmers to report volumes sold in stages, rather than relying on a single data collection point.	Q3 2025	Country Programme Coordinator	Planned	We intend to engage local coaches to support with routine collection of data on volumes of rice sold by individual farmers.

Recommendation No.2	An important outcome of Rikolto's work on sustainable production base is increasing rice productivity at farm level, leading to the bumper harvests whenever climate permits. In accordance with price fluctuations in agriculture, bumper harvest leads to price depression, which then demotivates farmers from production. Rikolto needs to devise a strategy that takes the marketing of rice to higher levels, by supporting FOs to market across the sub-region. This will need efforts at higher East African levels and in collaboration with key rice stakeholders, taking into account the trade and food security policy frameworks in the East African Community. Such higher-level engagement could include dialogue on how to share the rice market space, branding, labelling requirements to indicate differentiated products, among others. Such efforts will yield benefits to calm down future trade wars in the sub-region.			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted Explanation: While we support the idea of strengthening rice marketing across the sub-region, it's important to note that rice from Mbeya is already reaching markets in Uganda, Kenya, South Sudan, and the DRC. However, the farmer organizations whose members produce this rice are not the ones directly exporting it. Instead, local traders purchase the rice, package it, and handle the export themselves. This means that while regional trade is happening, thanks to the free movement of people and goods across the region, farmer organizations are not yet fully benefiting from these market opportunities. We see value in exploring ways to better connect FOs to regional buyers and improve their capacity to engage in cross-border trade directly.			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Facilitate direct linkages between farmer organizations and regional buyers by identifying potential cross-border market partners and organizing business-to-business (B2B) forums or trade missions that connect FOs with importers in countries like Uganda, Kenya, South Sudan, and the DRC	Q4 2025	Country Programme Coordinator in collaboration with the Eastern Africa Grain Council (EAGC)	Planned	SWT Tanners Limited and Diners Group Limited, both from Uganda have shown interest in sourcing aromatic rice from Tanzania. Steps will be taken to connect the two buying companies with the Fos we are supporting.

Build the capacity of farmer organizations to engage in regional trade, including training on export requirements, quality standards, packaging, and contract negotiation, so they can move beyond selling to local traders and begin capturing more value from regional markets	Q1 2026	Country Programme Coordinator in collaboration (EAGC)	Planned	
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Recommendation No.3	An important issue for farmers at the moment is the need to mechanise various farm operations in order to reduce cost of production and also increase efficiency. Rikolto could consider intensifying and expanding the initiative it has already started by training youth to provide transplanting services, to cover various aspects of mechanisation and facilitate access to such services by farmers.			
Management response	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted We fully accept the recommendation because mechanisation is a key need for farmers right now. Expanding our youth-led service model will not only reduce production costs and improve efficiency for farmers, but also create meaningful employment opportunities for rural youth. Building on what we've already started makes this both practical and impactful.			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In- progress/Completed)	Comments
Scale up youth-led mechanisation by engaging more youth groups, training them in diverse services (e.g. land prep, harvesting), and linking them with farmer organizations for wider access.	Q2 2026	Country Programme Coordinator in collaboration with TARI	Planned	

Recommendation No.4	The starting point for high quality rice is good quality seeds and these are difficult to come by in Tanzania today. Rikolto could consider facilitating TARI to avail breeder seeds or support farmers to produce them			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted <p>We fully recognize that access to good quality seeds is essential for improving rice productivity. However, rather than directly facilitating TARI to produce breeder seeds, our approach focuses on strengthening input access through financial linkages. Specifically, we are working with banks to ensure that improved seeds are included in the input packages offered to farmers through their farmer organizations. TARI and ASA already have clear mandates for seed production and distribution in Tanzania. What's needed is better coordination and linkage between these institutions and the farmers to ensure timely availability of improved seeds. Our role is to support that coordination and ensure that access to quality inputs is integrated into the broader support we provide to farmers.</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Facilitate coordination between TARI, ASA, and local farmer organizations to improve planning, communication, and timely delivery of certified seeds, ensuring that supply meets demand during critical planting periods.	Q3 2025 to Q4 2025	Country Programme Coordinator	Planned	
Continue working with financial institutions and farmer organizations to ensure improved rice seeds are consistently included in input loan packages, making them more accessible to farmers through existing credit mechanisms.	Q3 2025	Country Programme Coordinator	In progress	

Recommendation No.5	An important request for Rikolto, in case it continues in the same direction is the desire to expand SRP efforts in other rice producing zones in the country (catering for 70% of the rice in Tanzania), the way it has done in Katavi with GIZ funding. Other regions include: Shinyanga, Tabora, Mwanza, Mbeya, Rukwa, and Morogoro, as well as other places in the country that produce the rest of the rice - Songwe, Arusha, Kilimanjaro, Kigoma, Manyara, Iringa, Mara, and Tanga.			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted Explanation: While we share the ambition to expand SRP efforts beyond our current pilot regions, this is already part of our broader strategy. Our approach is to pilot innovations, such as the SRP production model and the climate-smart lending mechanism, in Mbeya and Katavi, and then work with other stakeholders to scale them up across additional rice-producing regions in Tanzania. As part of this plan, we are training 150 extension workers from 15 major rice-growing regions, who will play a key role in promoting and scaling the SRP model. We've already begun this process, with the first group of extension workers trained in the Iringa region. To support this expansion, we will continue rolling out the extension worker training programme, strengthen partnerships with regional stakeholders to support adoption of SRP practices, and document lessons from the pilot regions to inform scale-up in other regions.			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Continue rolling out the extension worker training programme across the remaining rice-growing regions, building on the initial training already conducted in Iringa	Q3 2025 – Q2 2026	Country Programme Coordinator	In progress	
Document and share lessons learned from our EI4 cases to inform and guide the scale-up process in other rice-producing regions across Tanzania	Q3 2025 – Q2 2026	Country Programme Coordinator	In progress	
Recommendation No.6	There is a persistent problem of service providers not using PPE/ Personal Protective Equipment , even after they have been skilled. It will be important for Rikolto to analyse why the use of PPE is low; depending on the findings, come up with specific intervention to address the issue.			

Management response	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted			
	<p>Proposed explanation: we understand the concern and agree that low PPE usage is a serious issue that can undermine both health and sustainability goals in the rice sector. Although we are not directly involved in training or supervising spray service providers, we do see value in understanding the root causes behind the low uptake of PPE. This insight could inform future collaboration with partners who are more directly engaged in this area and help us advocate for safer practices across the value chain. As a way forward, we plan to engage with partners and stakeholders who work closely with spray service providers to better understand the barriers to PPE use: whether they are related to cost, availability, awareness, or behavior. We will also integrate basic safety messaging into our farmer training sessions and community outreach. We will advocate for joint initiatives that promote safer spraying practices, especially in areas where our programme is active.</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Engage with partners who work directly with spray service providers to better understand the reasons behind low PPE usage.	Q3 2025	Country Programme Coordinator	Planned	
To create demand for responsible service delivery, we will integrate basic safety and PPE messaging into our existing farmer training activities.	Q3 2025 – Q1 2026	Country Programme Coordinator	Planned	
Advocate for collaborative initiatives with agricultural input suppliers to promote safer spraying practices.	Q3 – Q4 2025	Country Programme Coordinator	Planned	

Recommendation No.7	<p>While Rikolto has done well in promoting women in FO leadership positions, women are lagging behind when it comes to participation in rice business and consequently on income growth. Considering that one needs to have land in order to engage in rice production and women are culturally disadvantaged regarding access to land, Rikolto will most probably achieve better results on including women in markets if it intentionally implements a strategy that supports women in specific stages of the rice value chain that do not require land. This could be support to women to provide specific services</p>
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	to the rice value chain, for example adding value and selling specific rice products, for example, the efforts by Rikolto Tanzania to bring Indonesian chefs to train the women in preparing various rice products. It could also be support to women to rent land for production, for those who wish to remain in rice production.			
Management response	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted We fully acknowledge the challenge that limited access to land poses for women who want to engage in rice production, and we agree that supporting women in other parts of the rice value chain is a practical and necessary approach. In fact, we've already taken steps to support women with no access to land, focusing on rice-based culinary innovation. The plan is to train trainers, and these will then train women involved in the restaurant business in product development, so that as many women as possible they can participate meaningfully in the sector without needing to engage in land-based production.			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Undertake a training of trainers for women with restaurants on product development	Q4 2025	Country Programme Coordinator	In Progress	

Recommendation No.8	<i>Women's spaces:</i> In order to look for better ways of supporting women, it could be helpful if Rikolto collaborated with FO partners to establish rice business spaces for women only. This helps them to start their own businesses along the rice value chains in a manner that suits them.			
Management response	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted We accept the recommendation fully because creating women-only business spaces can empower women to engage more confidently in rice value chain activities. It offers a supportive environment tailored to their needs, helping them build sustainable enterprises and strengthen their role in the sector.			
Key action(s)	Timeframe		Tracking	

		Responsible Person	Status (Planned/ In-progress/Completed)	Comments
Collaborate with FO partners to identify suitable locations and support the setup of women-only rice business spaces, ensuring they are tailored to women's needs and linked to opportunities along the rice value chain.	Q2 2026	Country Programme Coordinator	Planned	

Recommendation No.9	<i>Employment in innovative agri-SMEs:</i> This is one of the targets that Rikolto will not be able to meet by the end of the program. Rikolto could collaborate with other stakeholders who prepare young people for work, to support young women through skilling to be work ready, as well as engaging in job placements in partner companies.			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted <p>We fully agree with the recommendation. Creating employment opportunities for youth, especially young women, in innovative agri-SMEs is a key priority for us. We recognize that achieving this goal requires strong collaboration with partners who specialize in youth skilling, job readiness, and placement support.</p> <p>As part of our next steps, we plan to strengthen partnerships with organizations that are already working on youth employment, particularly those with experience in vocational training and entrepreneurship. We'll also explore opportunities to link young women to internships and job placements within our network of private sector partners. In addition, we aim to integrate more targeted skilling activities into our programme, ensuring that young people are equipped with both technical and soft skills that match the needs of agri-SMEs.</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Formalize partnerships with youth-focused organizations that specialize in vocational training, entrepreneurship, and job readiness.	Q3 - Q4 2025	Rice Programme Coordinator	Planned	

Design and implement a structured internship and job placement program within Rikolto's network of agri-SME partners.	Q3 – Q4 2025	Rice Programme Coordinator	Planned	
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Recommendation No.10	All stakeholders interviewed appreciate the efforts Rikolto is making through the SRP model to produce high quality rice. It will be important for Rikolto to do some work on branding SRP rice so that the market can hopefully reward these efforts. In Tanzania, the rice is not branded because of smallholder production and the fact some farmers in the schemes are not implementing the SRP model.			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted <p>We fully recognize the value of branding SRP rice to help the market appreciate and reward the efforts being made to produce high-quality, sustainably grown rice. However, we have already taken steps in this direction. Through targeted communication and marketing campaigns, we've been actively engaging consumers to raise awareness about the benefits of SRP rice and encourage informed purchasing decisions. That said, we also acknowledge that branding in the traditional sense, such as packaging and labeling at scale, is still a challenge, largely due to the nature of smallholder production and the fact that not all farmers within the schemes are consistently applying the SRP model. These realities make it difficult to present SRP rice as a uniform product in the market. Moving forward, we plan to build on our current efforts by exploring ways to strengthen the visibility of SRP rice, possibly through pilot branding initiatives with selected farmer groups who meet SRP standards. We also intend to work more closely with value chain actors, including millers and retailers, to identify practical approaches for distinguishing SRP rice in the market. Additionally, we'll continue refining our consumer outreach strategies to deepen public understanding of what SRP rice represents and why it matters.</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Building of experiences to the DRC and Uganda where local brands have been developed, support rice producers (from MAMCOS in Madibira and the 4 Fos in Katuma district in Katavi region), processors,	Q3 2025 to Q1 2026	Country Programme Coordinator	In Progress	This activity will entail convening a market actor meeting at production cluster level, for them to co-create local brands

traders, and retailers to develop brand for their SRP rice				and come up with governance structures.
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Recommendation No.11	FO strengthening is one of the targets that Rikolto may not meet, unless it makes an important adjustment. Rikolto should consider fast-tracking on-boarding of the remaining five FOs. In addition, Rikolto needs to invest heavily in capacity assessment of these new FOs in order to identify gaps and following-up with tailored coaching.			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted <p>Explanation: While we recognize the importance of accelerating the onboarding and capacity strengthening of farmer organizations (FOs), it's important to clarify that significant progress has already been made. Three FOs have already been onboarded in Katavi region (under the GIZ Biodiversity conservation project), and an additional five are set to be brought on board under the IDH Growing Together project. Both projects are co-financing the DGD rice programme in Tanzania. This means that the process is well underway, and the recommendation may not fully reflect the current status. That said, we do agree with the emphasis on investing in capacity assessments and tailored coaching for the newly onboarded FOs. Strengthening these organizations is essential for the long-term sustainability and impact of the programme, and we are committed to ensuring that each FO receives the support it needs to grow and perform effectively. In response, we plan to carry out Scope Basic assessments for the new Fos once they are onboarded, using the findings to design customized coaching and support plans.</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Continue conduct capacity assessments of newly onboarded FOs using Scope Basic assessment tool and development of capacity development plans/training curriculum based on gaps identified	Q3 (July – Sept) 2025	Country Programme Coordinator	In Progress	
Tailored training and coaching of FOs based on training curriculum developed	Q3 – Q4 2025	Country Programme Coordinator	In Progress	

Recommendation No. 12	While Rikolto is well appreciated to the role it is playing at the NTF regarding input into policy, stakeholders highlight several areas for improvement. When Rikolto develops policy briefs, it is critical to distribute them to selected targets at different levels of policy, for example, MOA, MPs and local councils. It is even better to supplement these efforts with some seminars for dissemination but targeting decision makers.			
Management response	<input type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input checked="" type="checkbox"/> Not accepted <p>We appreciate the consultant's suggestion regarding the distribution and targeted dissemination of policy briefs. However, we do not agree with the recommendation as it stands, because Rikolto has not yet developed any policy briefs under the sustainable rice programme. That said, we do recognize the importance of strategic communication around policy and have already planned to develop policy briefs in 2025. Once these briefs are ready, we intend to organize roundtable meetings specifically designed to engage key decision-makers, including representatives from the Ministry of Agriculture, Ministry of Environment, National Irrigation Commission (NIC), and local councils. These sessions will serve as platforms not only for sharing the content of the briefs but also for fostering dialogue and gathering feedback to strengthen policy influence. In short, while the recommendation is slightly ahead of where we currently are, it aligns well with our upcoming plans, and we are committed to ensuring that our policy engagement is both targeted and impactful</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
				NA

Recommendation No.13	Rikolto has an advantage because it is a member of the NTF for rice. It will be helpful to use this platform more to disseminate scientific information and even discuss how to spread evidence, in order to stimulate groups to start innovative practices, for example how to dispose of the rice husks - some youth groups are adding value to rice husks for use in mushroom production, tree planting, among others.			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted <p>The rice team in Tanzania is already making active use of the National Task Force (NTF) for Rice to share scientific</p>			

	information and promote innovative practices within the rice sector. Rikolto has been consistently engaging through the NTF to disseminate findings from our work on the SRP production model, practical insights, and best practices to a wide range of stakeholders. That said, we understand that the consultant's suggestion may stem from a lack of visibility around these ongoing efforts.			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Strengthening documentation and visibility of Rikolto's contributions within the NTF by developing and sharing case studies, success stories, and other targeted communication materials	Q3 –Q4 2025	Country Programme Coordinator	Planned	

Recommendation No.14	SRP farmers interviewed complained a lot about the processing period for the loans they apply for. It will be important for Rikolto to engage CRDB to work together on improvements regarding the waiting period for a loan, the loans amounts and timing of disbursements. This will go a long way to ease access to credit for the farmers.			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted <p>While we recognize the importance of improving access to credit for farmers, the issue of loan amounts has already been addressed through the first loss guarantee mechanism that Rikolto has made available to CRDB. This facility has enabled CRDB to increase the size of loans extended to farmers, thereby mitigating the risk associated with lending to smallholder farmers. However, we agree with the need to further engage CRDB on the following two aspects: i) reducing the waiting period for loan processing, and ii) improving the timing of loan disbursements to align with the agricultural calendar. These two factors continue to pose challenges for farmers, particularly in terms of timely access to inputs and services during critical stages of the rice production cycle.</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
Initiate a joint review with CRDB and MAMCOS to assess current loan processing timelines and identify	Q4 2025	Country Programme Coordinator	Planned	

bottlenecks and explore digital solutions or streamlined procedures to reduce turnaround time.				
Work with CRDB and MAMCOS to map out the rice farming cycle and adjust disbursement timelines accordingly	Q4 2025	Country Programme Coordinator	Planned	
Train CRDB loan officers on the specific needs and timing of rice farming to improve responsiveness and service delivery.	Q4 2025	Country Programme Coordinator	Planned	