Country : (Togo)

NATIONAL RICE INVESTMENT ACTION PLAN(PANI-RICE)

Strategic priorities, aligns with National Rice Development Strategy (NRDS), and attract investments

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List of Acronyms

Acronym	Definition
AGRA	Alliance for a green revolution in Africa
ANPGF	National Agency for the Promotion and Guarantee of Financing of SMEs/SMIs
ANSAT	National Agency forFood Security of Togo
APRODAT	Agency for the Promotion and Development of Agropoles in Togo
CRA	African risk capacity
ATA	Agricultural Processing Agency
NTD	Togolese Standardization Agency
AfDB	African Development Bank
EBID	ECOWAS Bank for Investment and Development
BOAD	West African Development Bank
Construction	Building and Public Works
CAADP	Comprehensive Africa Agriculture Development Programme
CAGIA	Agricultural Input Supply and Management Centre
CARD	Coalition for African Rice Development
ICRE-Togo	Interprofessional Council of the Rice Sector of Togo
CIPS	Interministerial Strategic Steering Committee
NOC	National Proposal Committee
COD	Delegated operational coordination
COR	Regional Operational Coordination
CPP	Prefectural steering committees
RPPC	Public-private rice framework
CPSM	Mechanized Service Delivery Centers
CRMA	Regional Agricultural Mechanization Centers
CROP	Regional Steering Committee
CTP	Technical Steering Committee
CTOP	Togolese Coordination of Farmers' and Agricultural Producers' Organizations
RFI	Directorate of Rural Development
DEFA	Directorate of Entrepreneurship and Agricultural Finance
ATPB	Directorate of Major Agricultural Projects and Agro-Industrial Processing
SRD	Standards and Regulations Division
DPA	Agricultural Production Branch
DPSSE	Directorate of Planning, Agricultural Statistics and Monitoring and Evaluation
DRAPRASA	Regional Directorate of Agriculture, Fisheries, Animal Resources andFood Governance
ECOWAP	ECOWAS Agricultural Policy
FAIEJ	Support Fund for Economic Initiatives of Young People

FAO	Food and Agriculture Organization of the United Nations
EDF	European Development Fund
WEF	Global Environment Facility
FIDA / IFAD	International Fund for Agricultural Development
FNFI	National Fund for Inclusive Finance
FNPQ	National Fund for the Promotion of Quality
FSRP	Food Systems Resilience Program
GCF	Green Climate Fund
GIFERC	Integrated Fertility, Water and Pest Management by Fungi
GIFs	Integrated Soil Fertility Management
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
RPG	Rice Thematic Group
HAUQE	High Authority for Quality and the Environment
ICAT	Institute for Advice and Technical Support
PKI	Key Performance Indicators
INPIT	National Institute ofIndustrial Property and Technology
INSEED	National Institute ofStatistics, Economic and Demographic Studies
IP (rice)	Rice Interprofession
ITRA	Togolese Institute of Agricultural Research
JICA	Japan international cooperation agency
KAFACI	Korea-Africa food and agriculture cooperation initiative
KOPIA	Korea Program on International Agriculture
LaNSA	National Laboratory for Food Safety and Phytosanitary
MAPRASA	Ministry of Agriculture, Fisheries, Animal Resources and Food Sovereignty
MFB	Ministry of Finance and Budget
NRIAP	National rice Investment action Plan
IGO	Intergovernmental organization
ONR-T	National Rice Observatory of Togo
OTR	Togolese Revenue Office
PAM	World Food Programme
CAADP	Comprehensive Programme for the Development of Agriculture in Africa
PIBA	Agricultural Gross Domestic Product
NAIP	National Agricultural Investment Plan
UNDP	United Nations Development Programme
PPP	Public-private partnership
ProMAT	Agricultural Modernization Program in Togo
TFP	Technical and Financial Partners
RRR	Regional Rice Roadmap
SG / SGG	General Secretariat / General Secretariat of the Government
NRDS 2	National Strategy for the Development of Rice Cultivation (2nd generation)
SRI	Intensive Rice Cultivation System

ICT	Information and communication technologies
TPU	Single business tax
UA	African Union
EU	European Union
ZAAP	Planned Agricultural Development Area

Executive Summary

Togo's rice sector represents a significant opportunity for agrifood transformation and national food sovereignty. Rice has become one of the country's most consumed staples, with domestic demand growing strongly as urban populations expand. While national production has seen steady gains, output remains structurally insufficient; the 183,000 tonnes of paddy produced in 2023 met only 32% of national demand. This persistent gap, currently filled by approximately 250,000 tonnes of imports worth 43 billion CFA francs annually, exposes Togo to foreign-exchange pressures, price volatility, and lost domestic value addition.

The National Action Plan for Investment in the Rice Value Chain (PANI-RICE) translates the priorities of Togo's National Rice Development Strategy II (SNDR II) and the ECOWAS Regional Rice Roadmap into a coherent, investment-ready framework. The Plan shifts the focus from isolated interventions to a systems-based transformation that addresses binding constraints across production, processing, markets, data, and finance. Its objective is to close Togo's structural rice supply gap, crowd in private investment, and deliver inclusive, climate-resilient growth that positions the nation as a competitive player in the regional market.

Togo's rice sector is investment-ready but not investment-complete. The country possesses vast natural potential, including over 700,000 hectares of irrigable land and lowlands and 15 billion m^3 of annual water resources, yet less than 1% of this land is currently developed. Average yields remain low, and post-harvest losses significantly diminish the value captured by local actors. Weak water control, low mechanization, fragmented markets, and limited access to long-term finance further constrain profitability and scale. The PANI-RICE addresses these bottlenecks through five mutually reinforcing actions: (i) Increasing Rice Production; (ii) Valorization and Marketing; (iii) Improving Sector Financing; (iv) Governance Reforms; and (v) Strategic Coordination of the action plan.

The indicative ten-year investment envelope for full PANI-RICE implementation is estimated at 753.65 billion CFA francs (approx. US$ 1.25 billion). This envelope combines public expenditure, concessional finance from technical and financial partners, including the World Bank, AfDB, IFAD, and JICA, and mobilized private capital through Public-Private Partnerships (PPPs). With the Government Roadmap (2025) providing clear policy direction and the National Rice Observatory (ONR-T) in place for governance, the priority is now catalytic financing to unlock scale. The PANI-RICE provides a credible roadmap for development partners and private investors to co-finance Togo's transition toward rice self-sufficiency.

By 2035, the PANI-RICE will deliver:

- Self-Sufficiency: A reduction in import dependence to no more than 10%, achieving national food sovereignty.
- Production Growth: The development of 100,000 hectares (80,000 ha lowlands and 20,000 ha irrigated) and the adoption of high-performance varieties.
- Industrialization: A modern, certified milling sector with a 50% reduction in post-harvest losses and a strong national "Premium Togolese Rice" brand.
- Economic & Social Impact: Improved incomes for 100,000+ value chain actors, increased youth and women's participation in agribusiness, and a stabilized national trade balance through the reduction of the import bill.

- Technological Advancement: A fully mechanized sector supported by a fleet of 1,000 agricultural machines and climate-smart irrigation technologies.

Table 1: *Summary of Priority Actions for Togo's Rice Sector Transformation for the Year 2026-2035*

Action	Activities	Estimated Cost (CFA million)	Estimated Cost ($US million)	Financing Sources	Lead Institution	Expected Results / Outcomes (2035)
1. Increasing rice Production	1.1 Developing/rehabilitating rice-growing areas (100k ha). 1.2 Increasing production of resilient seeds (Pre-basic, Basic, Certified). 1.3 Strengthen the capacity of stakeholders (technical, Inputs, materials and equipment, infrastructure) 1.4 Mechanizing sector activities (1,000 machines). 1.5 Integrating climate-smart approaches into water/hydro agricultural management. 1.6 Strengthening climate warning systems and sustainable water management	**743 262,5**	**1,238.77**	Public Budget, DFIs (AfDB/WB), Climate Finance, PPPs, GIZ	MAPRASA(DDR/DPA) Ministry of Agriculture (MAPAH), ITRA, ICAT Irrigation Dept, WUAs	• ≥100,000 ha developed; • Rice self-sufficiency reached (>90%); • Yields increased from 2.5 t/ha to 4.5 t/ha. • Climate-resilient water systems nationwide.
2. Valorization and marketing of local rice	2.1 Strengthening quality and security of raw material supply. 2.2 Modernizing processing equipment for actors. 2.3 Designing and integrating a regional market development strategy. 2.4 Capacity building on standardization/labeling	**6 695,0**	**11.16**	Private equity, Blended Finance, BOAD, EU	ATA/DGPTA, Ministry of Trade, Millers' Associations, HAQUE	• 50% reduction in post-harvest losses; • 30-40 modern mills upgraded; • Premium Togolese Rice label established • Increased regional export market share
3. Improving sector Financing	3.1 Implement agricultural risk management mechanisms (insurance instruments: index insurance and health insurance for rice farmers, contract farming, etc.	**2 430,5**	**4.05**	Public anchor capital, Impact investors, Insurers	DEFA/MIFA Ecobank, Financial institutions, FAO, Private Fund	• US$150M+ Private capital mobilized • 80% insurance coverage in key clusters.

	3.2 Establish the National Rice Development Fund 3.3 Provide financial support to rice sector Agribusinesses. 3.4 Scaling contract farming models				Managers, Central bank	• Fully operational Rice sector development fund
4. Governance of the sector	4.1 Improving the tax regulatory framework 4.2 Strengthen the application of the regulatory framework for access to secure land 4.3 Strengthening business incentive policies for private investment.	**606,0**	**1.01**	Public funding, Technical Assistance	MAPRASA/Min of Finance, Lead registry, local Authorities	• Favourable tax regime active • Transparent land dispute resolution • Increase FDI in the rice value chain
5. Coordination of the action plan	5.1 Operational the Togolese National Rice observatory (ONR-T) to better manage the actions of the sector 5.2 Holding regular coordination meetings 5.3 Institutionalizing Monitoring, Evaluation and Audits 5.4 Conduct periodic reviews on the implementation of the various measures.	**656,0**	**1.09**	Public funding, Donor support (ECOWAS/ERO)	ONR-T/SG MAPRASA DPSSE, Rice thematic group	• 100% compliance with ECOWAS reporting • Data driven sector management • Harmonized stakeholder interventions and sector governance • Transparent audit systems.
Total		**753,650.0**	**1,256.08**			

1.0 INTRODUCTION

1.1 Current state of the rice sector

Rice is the main source of food for nearly 40% of the world's population and is grown in about 110 countries around the world. It is the second most important cereal after wheat, both in terms of cultivated area and production. Its growing importance in food and its contribution to economic development, particularly in the formation of the agricultural gross domestic product (GDPA), led the Food and Agriculture Organization of the United Nations (FAO) to declare 2004 the "International Year of Rice".

In Togo, rice has established itself in recent years as one of the main food sources. Demand from the domestic market is clearly increasing. Rice imports continue to increase each year, from 194,520 tons in 2019 to 250,000 tons in 2023. The net flow balance of milled rice is 261 409 tonnes.

Despite Togo's potential for rice production, local rice production, which is 183,069 tons, is equivalent to 117,164 tons of milled rice, only covers 32% of demand in 2023. In terms of rice, in addition to alluvial plains (about 86,000 ha) and lowlands (estimated at 175,000 ha), Togo has a total of 536,800 ha of irrigable land, of which only 0.3% is irrigated. Surface water resources are of the order of 10 billion m3 per year on average and 5.7 billion m3 of groundwater. Yields continue to be low with a national average of 1.8 t/ha. However, there are variabilities according to the ecological types of production (average yield of 5 t/ha for irrigated areas; 2.9 t/ha for lowlands and 1 t/ha for rainfed production). Climatic hazards, insufficient water control, inadequate financial services, and the difficulty of access to goods and services for actors, particularly in terms of agricultural mechanization, are some of the reasons cited to explain this poor performance of the sector.

1.2 Problem statement

Despite strong demand fundamentals and significant natural endowments, three interrelated constraints continue to suppress profitability and scale within Togo's rice sector:

- **Persistent Production Deficit and Import Dependency:** National paddy output remains structurally below demand, meeting only about 32% of domestic needs. This gap sustains an annual import bill of 43 billion CFA francs, exposing Togolese consumers to global price volatility and draining national foreign exchange reserves.
- **Supply-Processing Mismatch and Infrastructure Gaps:** While Togo has an emerging processing sector, capacity utilization remains low due to inconsistent paddy supply. Large-scale industrial mills struggle with seasonal fluctuations, while small-scale processors often lack the modern equipment (destoners, sorters, and parboilers) required to meet the premium quality standards demanded by urban consumers. This mismatch erodes margins and reduces investor confidence in downstream value addition.
- **Low Farm-Level Productivity and Climate Vulnerability:** Average yields in Togo remain stagnant at approximately 1.8 t/ha, significantly below the potential for high-performing varieties. This low productivity is driven by:
    - **Poor Water Control:** Less than 1% of the 536,800 hectares of irrigable land is developed, leaving production highly dependent on erratic rainfall.

- **Input Constraints:** Limited access to certified, high-yield seeds and sub-optimal fertilizer use.
- **Weak Mechanization:** Manual labor remains the norm, increasing production costs and exacerbating post-harvest losses.

These constraints are further reinforced by fragmented financing, high energy costs for processors, and inadequate storage facilities in key production clusters. The PANI-RICE is designed to resolve these choke points through a coordinated investment framework.

1.3 National Rice Policy

Togo's rice sector is supported by a broadly aligned policy framework anchored in the National Strategy for Rice Development II (SNDR II: 2019–2030) and complementary national agriculture, technology, and agro-industrialization initiatives like the Togo Agriculture Modernization Program (ProMAT). These frameworks explicitly prioritize:

- **Rice self-sufficiency and import substitution** to reduce the annual 43 billion CFA franc drain on foreign exchange;
- **Productivity enhancement** through modernized water control (lowland and irrigation), seed system reform, and the rollout of mechanization hubs;
- **Private-sector-led processing** and the development of integrated agro-industrial clusters (Agropoles) to enhance local rice competitiveness.

Recent policy actions, including the state's focus on the Emergency Programme for Strengthening Resilience and Food Security, underscore the government's balancing act between ensuring immediate food affordability and building long-term domestic production capacity. While execution risks regarding land tenure and infrastructure maintenance remain, the overall policy direction is highly supportive of private investment, particularly where projects demonstrably expand the supply of high-quality local rice, reduce import dependency, and create rural employment for youth and women.

A summary of key policies and initiatives shaping Togo's rice sector is presented in **Annex 5**.

1.4 Stakeholder analysis

Togo's rice ecosystem is characterized by an increasingly diversified set of stakeholders spanning policy, production, processing, finance, and markets, all working within a structured framework to drive the sector's transformation. At the core are Public Institutions and Regulators, led by the Ministry of Agriculture (MAPAH) and the Togolese Institute of Agricultural Research (ITRA), which set the enabling environment through the implementation of the SNDR II, quality standards, seed certification, and the development of critical irrigation infrastructure. These public efforts are complemented by a vibrant Private Sector ranging from large-scale integrated millers to input suppliers and agritech companies that drive innovation and capital investment across the value chain.

The foundational supply of paddy is maintained by Farmers and Cooperatives, who are strategically represented by umbrella bodies such as the Togolese Coordination of Farmers' Organizations (CTOP) and the Rice Interprofession (ICRE-Togo). Furthermore, the sector is bolstered by Development Partners and Financiers, including the AfDB, World Bank, and the ECOWAS Rice Observatory (ERO), who provide the necessary risk-sharing mechanisms and long-term capital mobilization required for large-scale growth. Ultimately, stakeholder interests are closely aligned: while farmers seek affordable inputs and guaranteed markets, millers require consistent volumes of high-quality paddy, and the government remains focused on the overarching goals of food security, job creation, and economic resilience. A comprehensive stakeholder mapping is presented in **Annex 6**.

1.5 Justification for Increasing Investment in Rice Value Chains

Togo's rice sector represents a significant agricultural investment opportunity, representing an annual market where national demand of approximately 400,000 tons is met by only 183,000 tons of local paddy production. This structural supply gap is a guaranteed, de-risked market for immediate private capital deployment. Every incremental tonne of locally produced, high-quality milled rice is assured of a domestic buyer. An investment in Togo's rice value chain offers strong economic, social, and fiscal returns:

- **Foreign Exchange Conservation:** Substituting imports with local production can progressively eliminate the 43 billion CFA franc annual import bill, conserving scarce foreign exchange for other national development priorities.
- **Strategic Food Security:** Rice is central to national food security; ensuring a stable, affordable supply for Togo's growing population is a primary strategic priority under the Government's Roadmap.
- **Employment Multipliers:** Rice sector expansion has high employment multipliers, from on-farm labour to logistics, processing, and packaging, with clear income-generating opportunities for youth and women.
- **Structural Transformation:** Upgrading rice value chains stimulates linked sectors, including fertiliser, machinery, and digital services, driving wider agricultural and industrial modernization.
- **Climate Resilience:** Climate-aligned investments in modernized irrigation (lowlands and dams), seed systems, and water control can unlock climate finance and improve the sector's resilience to environmental shocks.

The National Rice Investment Action Plan (PANI-RICE) provides a ten-year strategic roadmap to resolve current choke points and unlock the sector's full potential.

1.6 Plan of Action

The PANI-RICE is organised into five mutually reinforcing Bankable Investment Areas designed to address the systemic constraints of Togo's rice sector. This plan moves beyond traditional development aid toward a commercially viable model that prioritizes public-private partnerships, climate-resilient infrastructure, and modern value-addition clusters.

The following sections detail the strategic interventions that span the entire value chain, from input systems and irrigation to industrial processing and risk-sharing, offering a definitive roadmap for investors to drive sector transformation and achieve market-competitive returns. By aligning these actions with the National Rice Development Strategy (SNDR II) and the ECOWAS Regional Rice Roadmap, Togo provides a stable, long-term framework for catalytic capital deployment.

2.0 VISION, PURPOSE AND OBJECTIVES

2.1 Vision

To transform Togo into a regional rice powerhouse characterized by a sustainable, competitive, and inclusive rice value chain that ensures national food sovereignty, creates high-quality rural employment, and contributes to a favorable national trade balance by 2035.

2.2 Goals and objectives

The primary goal of the PANI-RICE is to achieve rice self-sufficiency by sustainably increasing local production through coordinated public and private investment, thereby reducing the national rice deficit to no more than 10% by 2035.

To achieve this, the Plan focuses on five strategic objectives:

- Achieve Production Scale: Increase national paddy production from 183,000 tons to over 500,000 tons by developing 100,000 hectares of high-potential lowlands and irrigated perimeters.
- Enhance Productivity and Competitiveness: Raise average yields from 1.8 t/ha to 4.5 t/ha through the adoption of high-performance varieties, modernized water control, and full-scale mechanization.
- Drive Private-Sector-Led Industrialization: Modernize the processing sector to reduce post-harvest losses by 50% and establish a premium, certified "Togolese Rice" label that is competitive in domestic and regional markets.
- De-risk the Value Chain: Improve access to finance for all actors through the establishment of a Rice Development Fund and the deployment of index-based crop insurance.
- Strengthen Sector Governance: Harmonize national rice policies with ECOWAS standards and implement a digital Monitoring, Reporting, and Verification (MRV) system to ensure transparent and data-driven coordination.

3.0 ACTION PLAN

This investment plan presents a strategic and integrated roadmap for transforming Togo's rice sector. It combines hydro-agricultural modernization, seed system scaling, and mechanization to accelerate Togo's path toward 90% rice self-sufficiency by 2035. The following sections detail the bankable investment areas that define the Togo National Rice Investment Action Plan (PANI-RICE).

Action 1 : Increasing Rice Production

Togo's rice sector currently faces a low valuation of developable land (only 12% utilized) and a critical yield gap, with national averages stagnating at 1.8 t/ha due to rain-fed dependency. With post-harvest losses reaching 22% and a mechanization rate of only 3%, this action is designed to build a secure production base. By focusing on the ZAAP (Planned Agricultural Development Zones) model and sustainable water management, this action aims to move Togo from subsistence farming to a commercially viable rice economy.

1.1 Developing Rice-Growing Areas and ZAAP Clusters: This sub-action focuses on the hydro-agricultural development of 80,000 hectares of lowlands (bas-fonds) and 20,000 hectares of irrigated areas. Central to this is the creation of 200 rice-growing ZAAPs (Type 1 and 2), which provide structured land with service roads to open up isolated production basins. These clusters allow for the efficient delivery of inputs and the transition to high-intensity cultivation.

- **Target:** 100,000 ha of newly developed/rehabilitated land.
- **Estimated Budget: 722.2 bn (FCFA)|US$1.2Million.**

1.2 Scaling Production of Resilient Rice Seeds: To achieve an adoption rate of 50% for certified seeds, Togo will establish a robust seed multiplication system. This sub-action supports the development of 700 hectares dedicated to seed production (pre-basic, basic, and certified) and the popularization of at least 3 new climate-smart, high-yielding varieties. Strengthening the capacity of seed companies and ITRA is vital to overcoming the current <18% use of certified seeds.

- **Target:** 50% adoption rate; 700 ha of seed multiplication.
- **Estimated Budget: 12.8 bn (FCFA)|US$ 21.4Million.**

1.3 Strengthening Stakeholder Capacities (Technical & Infrastructure): Infrastructure alone is insufficient without skilled actors. This sub-action focuses on training **100,000 producers** and supporting water user associations. It includes the construction of storage infrastructure to halve post-harvest losses and provides technical training on integrated water management, soil fertility, and pest control.

- **Target:** 100,000 producers trained; 50% reduction in post-harvest losses.
- **Estimated Budget: 2.2 bn (FCFA)|US$ 3.7Million.**

1.4 Mechanizing the Rice Sector Value Chain To address the labor-intensive nature of Togolese rice farming, this sub-action scales the deployment of **1,000 locally certified machines**—including seed drills, two-wheel tractors, transplanters, and combine harvesters. By decentralizing mechanization services through ZAAP hubs, Togo will increase its mechanization rate and improve the overall grain quality at harvest.

- **Target:** 1,000 units of specialized agricultural machinery.

- **Estimated Budget: 3.4 bn (FCFA)|US$ 5.6Million.**

1.5 Integrating Climate-Smart Hydro-Agricultural Management: Togo will prioritize "Smart-Valleys" and SRI (System of Rice Intensification) approaches. This sub-action ensures that hydro-agricultural developments are climate-resilient, using watershed-scale planning to ensure that water management is sustainable and does not deplete local ecosystems while maximizing yields.

- **Target:** 60% technology adoption rate (SRI/Smart-Valleys).
- **Estimated Budget: 100 million (FCFA)|US$ 166,667.**

1.6 Strengthening Climate Warning Systems and Water Management: This sub-action implements digital and local climate warning systems to protect rice crops from unforeseen floods or droughts. It includes the establishment of sustainable water management protocols to ensure that Togo's 15.7 billion m^3 of renewable water potential is utilized effectively for dry-season double-cropping.

- **Target:** National climate warning system operational in all rice clusters.
- **Estimated Budget:** 2.5 bn (FCFA)| **US$ 4.2 million.**

Action 2 : Valorization and Marketing of Local Rice

To compete with high-quality imported brands, Togo's local rice sector must shift from fragmented, small-scale processing to an integrated industrial model. Currently, the Togolese Rice brand suffers from inconsistent quality, high post-harvest losses, and a lack of market penetration. This action aims to bridge the gap between production and the consumer by securing high-quality raw material supply chains, modernizing the industrial milling base, and positioning Togo as a competitive player in the regional market under the AfCFTA and ECOWAS frameworks.

2.1 Strengthening the Quality and Security of Raw Material Supply: A primary constraint for industrial millers in Togo is the inconsistent volume and quality of paddy. This sub-action focuses on establishing structured offtake arrangements and contract farming models between producer groups (ZAAPs) and processors. Investments will be directed toward standardized quality control systems at the farm-gate and the construction of specialized collection centers. By securing a reliable flow of premium raw material, Togo can ensure its mills operate at maximum capacity, reducing the unit cost of local rice.

- **Target:** 80% of industrial mills linked to formal offtake contracts.
- **Estimated Budget: 5.7 bn (FCFA)|US$ 9.7 million.**

2.2 Strengthening Actors in Processing Equipment and Infrastructure: To achieve milled-in-Togo quality that meets international standards, this sub-action provides a framework for upgrading the national milling fleet. Investments will support the acquisition of modern parboiling units, de-stoners, polishers, and color-sorters for both large-scale industrial units and MSME clusters. This modernization is essential to reduce broken grain percentages and improve the aesthetic and nutritional value of the final product, allowing local rice to command a premium price.

- **Target:** Modernization of 50 existing milling units; Installation of 10 new high-capacity industrial mills.
- **Estimated Budget:** 620 million (FCFA)|US$ 1.03 million.

2.3 Integrating a Regional Market Development Strategy: With Togo's strategic position as a transit hub, this sub-action focuses on the commercial positioning of Togolese rice within the West African market. It involves the development of a national "Certified Togo Rice" brand, market intelligence systems to monitor regional price fluctuations, and trade facilitation measures that align with the ECOWAS Rice Offensive. By improving packaging, labeling, and regional trade logistics, Togo will move from being a net importer to a strategic regional supplier of high-quality parboiled rice.

- **Target:** Establishment of a National Rice Marketing Board; 20% increase in regional rice export volume.
- **Estimated Budget:** 280 million FCFA | US$ 466, 667.

Action 3: Improving the Sector's Financing

Despite the high potential of the rice value chain, the Togolese rice sector currently suffers from limited access to formal credit and a lack of specialized financial products tailored to agricultural cycles. Private lenders often view rice farming as high-risk due to climate variability and low producer collateral. This action aims to bridge the financing gap by establishing a robust de-risking framework, a dedicated investment vehicle, and direct support mechanisms to ensure that the 10-year PANI-RICE strategy is backed by sustainable and accessible capital.

3.1 Implementation of Agricultural Risk Management Mechanisms: To attract private capital; Togo must systematically lower the risk profile of its rice actors. This sub-action focuses on the deployment of index-based crop insurance to protect against climate shocks and health insurance for rural producers to ensure labor stability. Furthermore, it supports the institutionalization of Contract Farming frameworks that act as "tripartite agreements" between banks, millers, and farmers, effectively using offtake contracts as a form of collateral. These mechanisms will provide the psychological and financial safety net required for stakeholders to invest in high-yield technologies.

- **Target:** 60% of rice farmers covered by agricultural insurance; 50% increase in bank lending to rice SMEs.
- **Estimated Budget:** 120 million (FCFA)|US$ 200,000.

3.2 Establishment of a National Rice Development Fund (NRDF): A core institutional priority for Togo is the creation of a dedicated Rice Development Fund. This sub-action establishes a specialized investment vehicle designed to provide low-interest, long-term loans for rice-related infrastructure and industrial equipment. The fund will serve as a "blended finance" platform, combining government allocations, import levies, and development partner contributions to provide patient capital that commercial banks are typically unable to offer. This fund will be the primary driver for the large-scale irrigation and milling projects identified in Actions 1 and 2.

- **Target:** Fund operationalized with an initial capitalization target of US$ 50 million.
- **Estimated Budget:** 10.5 million (FCFA) | US$ 17,500.

3.3 Provision of Financial Support to Rice Sector Agribusinesses: This sub-action provides targeted financial assistance and incentive packages to Agribusinesses across the rice value chain. It includes interest rate subsidies for the acquisition of the 1,000 certified machines mentioned in Action 1, as well as revolving credit facilities for inputs. Additionally, it supports the creation of a digital financial inclusion program to ensure that even smallholders in isolated ZAAPs can access credit through mobile money platforms. By lowering the cost of entry and operation, Togo will foster a more inclusive and competitive rice economy.

- **Target:** 100,000 stakeholders with access to specialized digital credit lines.
- **Estimated Budget: 2.3 bn (FCFA)|US$ 3.8 million.**

Action 4: Governance of the Sector and Coordination of the Action Plan

The transformation of Togo's rice sector requires more than just capital; it requires a modernized legal and institutional ecosystem that reduces the cost of doing business and protects long-term investments. Currently, inconsistent tax applications, land tenure insecurity, and a lack of specific sector incentives act as barriers to entry for large-scale private capital. This action aims to harmonize the regulatory environment, secure the land rights essential for lowland development, and establish a high-level coordination mechanism to ensure the PANI-RICE is implemented with transparency and accountability.

4.1 Improving the Tax and Regulatory Framework: To make local rice competitive against imports, this sub-action focuses on the fiscal leveling of the value chain. It involves a comprehensive review of taxes on agricultural inputs, specialized rice machinery, and processing equipment. By implementing targeted tax exemptions or reductions for infant industrial millers and irrigation developers, Togo will lower the structural cost of production. Furthermore, this sub-action supports the harmonization of national quality standards with ECOWAS and AfCFTA regulations, ensuring that Togo's regulatory environment facilitates rather than hinders regional trade.

- **Target:** Implementation of a Rice Sector Fiscal Incentive Package; Harmonization of 100% of national rice standards with regional benchmarks.
- **Estimated Budget: 6 million (FCFA) | US$ 10,000.**

4.2 Strengthening the Application of the Regulatory Framework for Secure Land Access: Land tenure remains one of the most significant choke points for large-scale agricultural investment in Togo. This sub-action focuses on the operationalization of the national land code within the context of the rice sector, specifically for the ZAAP (Planned Agricultural Development Zones) and lowland areas. It involves the digital mapping and registration of 100,000 hectares of rice-growing land to provide clear titles or long-term leasehold agreements. By securing land rights for both smallholders and commercial investors, Togo will de-risk the foundation of the entire value chain and prevent land-related conflicts.

- **Target:** 100,000 hectares of rice land digitally mapped and legally secured for investment.
- **Estimated Budget: 550 million (FCFA)| US$ 916,667.**

4.3 Strengthening Business Incentive Policies: This sub-action focuses on creating a special status for rice sector investors to trigger rapid capital deployment. It includes the development of "Rice Investment Corridors" where businesses benefit from streamlined licensing, preferential energy tariffs for industrial mills, and government-backed guarantees for large-scale infrastructure projects. Additionally, it supports the establishment of a National Rice Coordination Unit (NRCU) to act as a "one-stop-shop" for investors, ensuring that the PANI-RICE roadmap is monitored in real-time and that bottlenecks are addressed at the inter-ministerial level.

- **Target:** Establishment of 5 Regional Rice Investment Corridors; NRCU fully operational with a digital MRV (Monitoring, Reporting, and Verification) system.
- **Estimated Budget: 50 million (FCFA)|US$ 83,333.**

Action 5 : Coordination of the Action Plan

The success of the PANI-RICE depends on a shift from fragmented project management to a unified, performance-based governance system. Historically, agricultural plans fail due to "implementation leakage" or poor data collection. This action provides the institutional "brain" of the sector, establishing the Togolese National Rice Observatory (ONR-T) as a central data and command hub. By institutionalizing regular audits, stakeholder reviews, and digital monitoring, Togo will ensure that every dollar invested translates into measurable increases in paddy yield and milling quality.

5.1 Operationalization of the Togolese National Rice Observatory (ONR-T): This sub-action focuses on establishing the ONR-T as the primary technical body for managing the sector's roadmap. The Observatory will be responsible for harmonizing the activities of the diverse actors involved, from the ZAAPs to the industrial millers. It will serve as a central repository for sector intelligence, market price tracking, and production data. By providing a "single source of truth," the ONR-T will reduce information asymmetry and allow the government to make rapid, data-driven policy adjustments.

- **Target:** ONR-T fully staffed and equipped with a digital sector-management dashboard.
- **Estimated Budget: 114 million (FCFA) | US$ 190,000.**

5.2 Strategic Coordination and Stakeholder Engagement: To maintain momentum and ensure "buy-in" from the private sector and civil society, this sub-action institutionalizes regular, high-level coordination meetings. These are not merely administrative sessions but "Solution Forums" where inter-ministerial bottlenecks (such as logistics or trade barriers) are resolved. By facilitating a continuous dialogue between the MAPRASA, technical partners, and the private sector, Togo ensures that the Action Plan remains aligned with changing market realities.

- **Target:** Quarterly National Rice Steering Committee meetings; Bi-annual Regional Stakeholder Forums.
- **Estimated Budget: 2 million (FCFA) | US$ 3,333.**

5.3 Monitoring, Evaluation, and Rigorous Audit: To ensure the bankability of the PANI-RICE for international investors, this sub-action implements a multi-tier Monitoring and Evaluation (M&E) framework. This includes real-time digital monitoring of lowland development and external financial audits to ensure transparency in the use of the Rice Development Fund. Rigorous M&E will allow for the early detection of delays and ensure that all outputs (such as the 1,000 machines or 100,000 ha of land) meet the specified technical standards.

- **Target:** Implementation of a GIS-based digital monitoring system; Annual independent performance audits.
- **Estimated Budget: 140 million (FCFA)| 233,333.**

5.4 Periodic Implementation Reviews and Strategy Recalibration: This sub-action focuses on the "learning loop" of the sector. It involves conducting comprehensive periodic reviews (annually and mid-term) to assess the impact of the various measures—from tax incentives to seed adoption rates. These reviews will produce the "State of the Rice Sector" reports, which will be used to recalibrate the strategy, reallocate resources where needed, and provide investors with clear evidence of progress and ROI.

- **Target:** Publication of Annual National Rice Impact Reports; Mid-term Strategy Review by 2030.
- **Estimated Budget: 400 million (FCFA) | US$ 666,667.**

Table 2: Summary of Togo National Rice Investment Action Plan (PANI-RICE)

Investment Area	Proposed Activities	Proposed Actions	Expected Results / Outcomes
Action 1: Increasing Rice Production	1.1 Developing Rice-Growing Areas and ZAAP Clusters	1.1.1 Mapping and consolidating basins and land with rice potential 1.1.2 Rehabilitating irrigated areas 1.1.3 Developing lowlands in partial control 1.1.4 Developing irrigated areas 1.1.5 Making quality fertilizers available to producers at an acceptable cost (Yolim Mechanism and AgriPME) 1.1.6 Rehabilitate/develop service roads to open up rice-growing areas	
	1.2 Scaling Production of Resilient Rice Seeds:	1.2.1 Developing perimeters for seed production 1.2.2 Making quality fertilizers available to seed companies at an acceptable cost (Yolim Mechanism and AgriPME) 1.2.3 Developing new techniques to control rice diseases and pests 1.2.4 Create or update rice varieties adapted to climate change (resilient varieties).	

	1.3 Strengthening Stakeholder Capacities (Technical & Infrastructure):	1.3.1 Train and institute technical support on rice production technologies developed and adapted to climate change (SRI, Smart-valleys, GIFs, etc.) 1.3.2 Strengthening local biofertilizer and biopesticide production companies 1.3.3 Revitalizing the village phytosanitary treatment brigades 1.3.4 Train producers on the management of phytosanitary products and TEUs 1.3.5 Strengthening production capacities for pre-basic, basic and certified rice seeds 1.3.6 Strengthening the capacities of research and extension institutions in terms of human, material and financial resources 1.3.7 Strengthen the capacities of rice farmers on integrated water and space management, soil fertility, good cultural practices, disease and pest recognition and control methods 1.3.8 Provide financial and non-financial support (training) to the players in the sector 1.3.9 Facilitate training leading to diplomas and retraining of staff (departments involved in technical supervision) 1.3.10 Train seed producers in high-yield variety production techniques 1.3.11 Adopt digital regional advisory modules on Good Agricultural Practices (training and consultation framework)	
	1.4 Mechanizing the Rice Sector Value Chain	1.4.1. Acquire suitable agricultural equipment (seed drills, transplanters, harvesters, rototillers, etc.) 1.4.2. Acquire pesticides (insecticides, fungicides and herbicides) for the benefit of rice-growing areas 1.4.3. Acquire Personal Protective Equipment (PPE) 1.4.4. Acquire processing and packaging equipment for the benefit of seed companies	
	1.5 Integrating Climate-Smart Hydro-Agricultural Management	1.5.1. Demarcate the basin, map, analyze degradation, and identify production areas (crops, catchment areas) 1.5.2. Carry out upstream and downstream actions to reduce erosion through protection work (reforestation, contour lines) and agricultural development of the lowlands.	

		1.5.3. Involve local actors in diagnosis and implementation to ensure ownership and sustainability	
	1.6 Strengthening Climate Warning Systems and Water Management	1.6.1. Improve real-time data collection via hydrometeorological stations, sensors and satellite images, integrating artificial intelligence. 1.6.2. Ensuring that information reaches local populations in a timely manner, especially the most vulnerable 1.6.3. Collaborate between local actors (local authorities, farmers, companies) for a balanced sharing of the resource.	
Action 2: Seed System & Input Reform	2.1 Strengthening the Quality and Security of Raw Material Supply	2.1.1. Building the storage warehouses 2.1.2. Audit existing industrial processing units 2.1.3. Develop a Togolese rice label and support stakeholders in the definition and implementation of .... 2.1.4. Building local rice markets 2.1.5. Strengthen the national system for collecting and disseminating prices, volumes, and availability	
	2.2 Strengthening Actors in Processing Equipment and Infrastructure	2.2.1. Audit and support local equipment manufacturers in the modernization of their agricultural equipment manufacturing units (favor renewable energy) 2.2.2. Train processors in product preservation and inventory management 2.2.3. Strengthen the capacities of existing processing units (white rice and parboiling) 2.2.4. Promote the establishment of new modern parboiling units 2.2.5. Disseminate regulatory texts and trade policies on local rice 2.2.6. Developing the marketing of finished products	
	2.3 Integrating a Regional Market Development Strategy	2.3.1. Encourage the adoption of harvesting, drying and storage techniques to reduce losses and improve the breakage rate of rice, including packaging to ECOWAS standards. 2.3.2. Strengthening regional standardization and certification 2.3.3. Promoting the export of Togolese rice to neighbouring countries	
Action 3: Valorization & Processing	3.1 Implementation of Agricultural Risk Management Mechanisms	3.1.1. Setting up insurance instruments (index-based insurance, health insurance) 3.1.2. Promoting contract farming 3.1.3. Promote the Inclusive Rice Business Matching Fund.	
	3.2 Establishment of a National Rice Development Fund (NRDF):	3.2.1. Establish a Rice Development Fund (Window) 3.2.2. Integrate the ECOWAS regional blended finance platform.	

	3.3 Provision of Financial Support to Rice Sector Agribusinesses:	3.3.1. Provide financial and non-financial support (training) to the players in the sector 3.3.2. Support stakeholders in the development of a bankable business plan by identifying priorities and necessary resources	
Action 4: Finance & Risk Management	4.1 Improving the Tax and Regulatory Framework: Access:	4.1.1. Establish contractual relations between maintenance / assembly workshops (Public/private) and users	
	4.2 Strengthening the Application of the Regulatory Framework for Secure Land	4.2.1. Facilitate support for stakeholders in land registration (land booklets) 4.2.2. Revitalize local land commissions for the prevention and resolution of land disputes related to rice cultivation	
	4.3 Strengthening Business Incentive Policies	4.3.1. Sufficiently align national trade laws with ECOWAS regional rice policies 4.3.2. Create investment promotion policies at the regional and national levels 4.3.3. Improving the business environment for private actors by removing administrative barriers	
Action 5: Governance & Coordination	5.1 Operationalization of the Togolese National Rice Observatory (ONR-T):	5.1.1. Produce and distribute operation manuals 5.1.2. Establish a framework for consultation, exchange of information and sharing of best practices between stakeholders 5.1.3. Provide the ONR-T and the technical structures with the appropriate infrastructure and equipment (rolling stock, plant seed conservation equipment, etc.) 5.1.4. Strengthening the secretariat's capacity for data collection, monitoring and observation 5.1.5. Strengthen communication channels between the ERO and local ecosystems through national chapters and technical partners. 5.1.6. Train experts at the national level on project management and implementation (e.g., management of specific agricultural programs for producers and millers) to ensure effective project delivery	
	5.2 Strategic Coordination and Stakeholder Engagement:	5.2.1. Hold quarterly meetings to review the implementation of production, processing and marketing forecasts established by the actors in the sector	
	5.3 Monitoring, Evaluation, and Rigorous Audit:	5.3.1. Establish an external audit system to review the plan's accounts and expenditure management practices 5.3.2. Monitor and evaluate the actions of the plan 5.3.3. Adopt ECOWAS Key Performance Indicators (KPIs) for rice monitoring	

	5.4 Periodic Implementation Reviews and Strategy Recalibration	5.4.1. Conduct periodic reviews on the implementation of the various measures	

4.0 FINANCING STRATEGY

4.1. Estimate of the costs of the investment plan by source of funding

The total estimated cost of implementing Togo's National Rice Investment Action Plan (PANI-RICE) is US$ 895 million over the 2026–2035 period. This investment is designed to achieve 90% rice self-sufficiency and modernize the value chain. These estimates are derived from unit costs for hydro-agricultural development in the ZAAPs, equipment deployment for the 1,000-machine target, and industrial milling upgrades, benchmarked against recent World Bank (FSRP) and AfDB-supported projects in the Maritime and Savanes regions.

Table 3: Summary of Indicative Budget for the Implementation of PANI-RICE

Actions/Sub-actions	Costs (x 1,000,000) FCFA	Sources of funding	
	Total	State	Private
Action 1: Increasing rice production	**743 262,5**	**444 720,8**	**289 321,2**
Sub-action 1.1: Developing rice-growing areas	**722 243,0**	**433 345,8**	**288 897,2**
Sub-action 1.2: Increase the production of certified seeds	**12 853,0**	**7 711,8**	**5 093,6**
Sub-action 1.3: Strengthening the capacities of actors	**2 195,0**	**1 756,0**	**424,0**
Sub-action 1.4: Mechanize the activities of the sector	**3 351,5**	**335,2**	**3 016,4**
Sub-action 1.5: Integrating climate-smart approaches into hydro-agricultural management	**100,0**	**60,0**	**4 016,4**
Sub-action 1.6: Strengthen climate warning systems and sustainable water management.	**2 520,0**	**1 512,0**	**5 016,4**
Action 2: Valorization and marketing of local rice.	**6695**	**4017**	**2678**
Sub-action 2.1: Strengthening the quality and security of the supply of raw materials	**5795**	**3 477,0**	**2 318,0**
Sub-action 2.2: Strengthening actors in processing equipment	**620**	**372,0**	**248,0**
Sub-action 2.3: Strengthen climate warning systems and sustainable water management.	**280**	**168,0**	**112,0**
Action 3: Improving the sector's financing	**2430,5**	**582,1**	**8,4**

Sub-action 3.1: Establish agricultural risk management mechanisms (insurance instruments (index insurance, health insurance, AC, etc.)	**120**	**111,6**	**8,4**
Sub-action 3.2: Establish a rice development fund	**10,5**	**10,5**	**-**
Sub-action 3.3: Provide financial support to the sector's stakeholders	**2300**	**460**	**1 840,0**
Action 4: Governance of the sector	**606**	**85,6**	**520,4**
Sub-action 4.1: Improving the tax regulatory framework	**6**	**0,6**	**5,4**
Sub-action 4.2: Strengthen the application of the regulatory framework for access to secure land	**550**	**55**	**495**
Sub-action 4.3: Strengthening business incentive policies	**50**	**30**	**20**
Action 5: Coordination of the sector.	**656**	**225,8**	**430,2**
Sub-action 5.1: Operationalize the Togolese National Rice Observatory (ONR-T) to better manage the actions of the sector	**114**	**45,6**	**68,4**
Sub-action 5.2: Hold coordination meetings	**140**	**140**	**0**
Sub-action 5.3: Monitoring, evaluation and audit	**2**	**0,2**	**1,8**
Sub-action 5.4: Conduct periodic reviews on the implementation of the various measures	**400**	**40**	**360**
	753 650,0	**449 631,3**	**292 958,2**

4.2. Sources of funding : public budget, private sector and donors

To catalyse the required investment in the Togo rice sector, Funding will be mobilized through a balanced mix of public budgets, private investments, and development partner contributions, leveraging Togo's track record in agricultural transformation (ProMAT).

Table 4: List of Funding Sources for Togo Rice Sector

Funding Source	Target Share	What They Fund in the Rice Value Chain
Public Sector	15–25%	ZAAP infrastructure, service roads, ONR-T operations, and counterpart funding for donor projects.
Development Partners	45–55%	World Bank (FSRP), AfDB, and IFAD financing for lowland development, seed systems, and climate resilience.
Private Sector	15–20%	PPPs in industrial milling, mechanization service centers, and commercial seed multiplication.
Innovative Finance	5–10%	Credit guarantees, index-based insurance, and "Green Bonds" for sustainable water management.
Farmers Cooperatives		

4.3. Funding Gaps and Financing Scenarios

Togo has built a strong foundation through programs like the Food System Resilience Program (FSRP) and ProMAT. However, to bridge the remaining gap toward the US$ 895 million target, PANI-RICE proposes three scenarios:

- Scenario 1: Public-Led Transition (~US$ 250M): Focuses on basic lowland development and seed distribution. Achieves roughly 55% self-sufficiency by 2035.
- Scenario 2: Balanced Transformation (~US$ 500M - Base Case): Combines public infrastructure with private milling upgrades. Achieves 90% self-sufficiency and stabilizes domestic prices.
- Scenario 3: Private-Led Accelerated Growth (>US$ 800M): High levels of private capital in large-scale irrigation and export-grade milling, positioning Togo as a regional rice hub for the ECOWAS market.

Table 5: Major Rice Programs in Togo, Funding and Status

Program (Rice Focus)	Funder(s)	Amount (USD)	Time Frame	Status
Food System Resilience Program (FSRP)	World Bank	$90.0 M	2022–2026	Ongoing
ProMAT (Agro-pastoral Transformation)	AfDB + GoT	$40.0 M	2023–2027	Ongoing
PADAT (Agro-Development)	IFAD + BOAD	$35.0 M	2018–2024	Completed
PASA (Agro-Sector Support)	World Bank	$55.0 M	2011–2022	Completed
MIFA (De-risking Facility)	GoT + Private	$15.0 M	2018–Ongoing	Active

4.4. Investment Readiness and Bankable Projects

- Tier 1 (Ready to Finance): Detailed ZAAP development plans for the Plateaux and Centrale regions; ITRA-led seed multiplication pilots.
- Tier 2 (Bankable Proposals): Modernization of the Koviewé and Amou Oblo milling clusters; scaling of the national mechanization service network (1,000 machines).
- Tier 3 (Concept Stage): Solar-powered irrigation for the Oti river basin; digital traceability systems for "Premium Togolese Rice."

5.0METHODS OF IMPLEMENTATION

5.1 Operationalization of investment priorities

The objective of the investment plan is to contribute to food and nutrition security through rice self-sufficiency by increasing local production to reduce imports to a maximum of 10%. It aims to increase national rice production in terms of productivity and developed area, to promote the development and marketing of local rice and to strengthen the governance, coordination and financing of the sector.

The operationalization of the investment-based plan will consist of mobilizing the necessary resources and instruments with the support of the ECOWAS Commission. These include:

- ***Structuring public investments*** ***:*** These are measures such as (i) the realization of hydroagricultural facilities and production and marketing infrastructures, (ii) support for training, research and the dissemination of new technologies and (iii) capacity building of structures in charge of standards and quality.
- ***Targeted incentives:*** These will include, among others, the adoption of (i) incentives for the promotion of mechanization, the installation of processing units and agricultural inputs (tax exemption, import exemption, adequate subsidy, subsidized interest rate on credit, reduction of the cost of energy, etc.); (ii) institutional purchasing, (iii) reduction of imports and (iv) a specific support policy for smallholder farmers (women, youth, people with disabilities, etc.).
- ***Legal and institutional reforms :*** The rice sector should benefit through this national investment action plan, which is consistent with PROMAT, from the various reforms planned in the agricultural policy to improve the business climate in the agricultural sector.

These various instruments aim to ensure inclusive development of the rice sector and to encourage private investment through a public-private partnership.

The plan is aligned with the second generation of the National Strategy for the Development of the Rice Sector (SNDR2), PROMAT, the National Agricultural Policy and is integrated with existing coordination mechanisms.

Indeed, the implementation of the plan will take place in a dynamic institutional framework by strengthening the bodies set up since 2011 by decree creating the steering bodies that coordinate the projects implemented in the agricultural sector. These are the National Steering Committee (CNP), the Technical Steering Committee (CTP), the Regional Orientation and Steering Committee (CROP), the Strategic Coordination (CS), the Delegated Operational Coordination (COD) and the Regional Operational Coordination (COR).

Apart from these above-mentioned bodies, it is planned within the framework of PROMAT to set up Prefectural Steering Committees (CPPs) to meet the needs of decentralization in the country.

5.2 Coordination mechanisms

To ensure a streamlined and bankable presentation, the coordination of Togo's rice sector is organized into a cohesive, two-tier governance framework that aligns high-level policy with grassroots execution.

The first tier focuses on Institutional Policy and Strategic Oversight, led by the MAPRASA General Secretariat in collaboration with the DPSSE for planning and monitoring. This level integrates specialized technical directorates like the DDR for ZAAP and lowland infrastructure, ITRA for seed research, and ICAT for extension services. They are supported by the Agricultural Transformation Agency (ATA) and FPAB, which drive mechanization and industrial processing, while the Ministry of Finance and Technical Partners secure the necessary capital. This public-sector core ensures that the enabling environment, from land security to fiscal incentives, is robust and transparent.

The second-tier drives Value Chain Integration and Market Intelligence through the Togolese National Rice Observatory (ONR-T) and the CIFR-Togo (Interprofessional Council). These bodies act as the central nervous system of the sector, coordinating between producers (CTOP), private investors, and rice importers to stabilize prices, manage input supplies, and centralize data. By leveraging the Rice Innovation Platform for technology transfer and MIFA for agricultural de-risking, this coordination mechanism ensures that all actors, including local authorities and women-led cooperatives via the CAFR, are synchronized toward the national target of 90% rice self-sufficiency

5.3 Coordination with the private sector and development partners

The private sector and development partners are central to financing, scaling, and innovation under the PANI-RICE. Engagement with the private sector is structured through the Public-Private Rice Framework (PPPR), utilizing biannual investment forums and Public-Private Partnerships (PPPs) to drive capital into hydro-agricultural developments, mechanization hubs, and industrial processing. This framework facilitates contract farming and aggregation models that link ZAAP clusters to industrial millers, while joint quality assurance programs align input suppliers and regulators to ensure "Milled-in-Togo" standards.

Development partner coordination is streamlined through the Rice Thematic Group (RTG), which brings together bilateral and multilateral agencies (World Bank, AfDB, IFAD, JICA, and BOAD) to align donor programs with PANI-RICE priorities. This coordination focus is on co-financing large-scale infrastructure, providing technical assistance for seed system reform, and conducting joint annual reviews. By harmonizing approaches through this thematic group, Togo ensures resource complementarity, avoids duplication of effort, and streamlines reporting across the ten-year implementation horizon.

5.4 Implementation Timeline and Phasing

Implementation will be phased over ten years. In the short term (2026–2027), the emphasis is on mapping basins, auditing industrial mills, and operationalizing the ONR-T. The medium term (2028–2030) focuses on large-scale rehabilitation of irrigated areas, the rollout of the Togolese Rice Label, and the establishment of the Rice Development Fund. The long term (2031–2035) will consolidate nationwide production through integrated water management and sustained private capital mobilization.

Implementation will be phased over ten years. In the short term (2026–2027), focus is on diagnostics, auditing existing infrastructure, and establishing the ONR-T governance. The medium term (2028–2030) shifts to scaling production via ZAAP developments and launching the Togolese Rice Label. The long term (2031–2035) focuses on national consolidation, advanced processing efficiency, and regional export readiness.

Table 6: Implementation Timeline and Phasing

Investment Area / Priority Action	Short Term (Years 1–2) 2026–2027	Medium Term (Years 3–5) 2028–2030	Long Term (Years 6–10) 2031–2035
1. Increasing Rice Production (ZAAP & Irrigation)	• Mapping & land consolidation of potential basins. • Rehabilitation of priority irrigated perimeters. • Strengthening pre-basic/basic seed production via ITRA. • Pilot rollout of SRI and Smart-Valleys technologies.	• Large-scale lowland development (partial control). • Acquisition of the 1,000-unit mechanization fleet. • Revitalizing phytosanitary treatment brigades. • Training 100k producers on water & soil fertility.	• National consolidation of developed rice areas. • Mainstreaming climate-smart water management. • Advanced diplomatic/technical retraining of supervising staff. • Full mechanization of production and harvesting.
2. Rice Valorisation and Marketing	• Technical audit of existing industrial processing units. • Upgrading MSME parboiling equipment. • Building/rehabilitating priority storage warehouses. • Capacity building for standardization agencies (HAUQE).	• Rollout of the "Premium Togolese Rice" label. • Construction of modern industrial parboiling units. • Development of structured local rice markets. • Modernizing local equipment fabrication units.	• Fully integrated agro-industrial value-added clusters. • Nationwide renewable energy (solar) integration for mills. • Large-scale export marketing of finished products to ECOWAS.
3. Improving the Sector's Financing	• Piloting index-based crop and health insurance. • Formalizing tripartite contract farming frameworks. • Designing the National Rice Development Fund.	• Fully operationalizing the Rice Development Fund. • Scaling credit access through partnerships with Ecobank & others. • Support for bankable business plan development.	• Institutionalized long-term agricultural financing ecosystem • Sustained mobilization of private equity and climate finance. • Nationwide insurance coverage for all rice clusters.

4. Governance of the Sector	• Reform of the tax regulatory framework & incentives. • Facilitating support for land registration (land books). • Establishing local land commissions for dispute resolution.	• Strengthening application of the land securement framework. • Implementation of permanent rice-sector fiscal incentives. • Scaling land dispute resolution across all five regions.	• Fully transparent and secure land tenure for commercial investors. • Sustained regulatory stability and legal protection for the sector.
5. Coordination of the Sector	• Operationalizing the National Rice Observatory (ONR-T). • Launching the stakeholder consultation framework. • Infrastructure and equipment setup for ONR-T.	• Establishing the digital M&E and audit system. • Holding quarterly performance review meetings. • Periodic reviews of policy measure implementations.	• AI-driven sector analytics and predictive food security modeling. • Full interoperability with ECOWAS ECO-AGRIS data platforms. • Sustained institutional coordination and governance audits.

5.5 Capacity and Support Needs

Successful implementation of the PANI-RICE hinges on a systematic professionalization of the entire value chain, shifting from traditional subsistence to a commercially driven industry through targeted capacity building at three critical levels. At the field level, **100,000 smallholders** will receive training in Good Agricultural Practices (GAP), soil fertility, and water management via the ZAAP units, while processors and merchants are supported in mastering industrial quality standards, moisture control, and inventory marketing to ensure Togolese rice meets "premium" market benchmarks. These efforts are underpinned by institutional strengthening for agencies like **ITRA** and the **ONR-T**, focusing on advanced seed certification, geospatial monitoring, and the structuring of Public-Private Partnerships, thereby ensuring that all actors, from youth machine operators to cooperative managers, possess the technical and managerial expertise required to sustain a modern, competitive rice economy.

5.6 Resource mobilization strategy

The PANI-RICE financing strategy relies on a blended and diversified approach designed to crowd in long-term capital through four complementary pillars. **Public funding** will be prioritized within the Ministry of Agriculture's program budget to fund foundational infrastructure such as hydro-agricultural developments and storage, while leveraging national vehicles like **ATA**, **ANPGF**, and **FNFI** to support SMEs, youth, and women entrepreneurs. This is complemented by **External Financing** from major development partners, including the **World Bank, AfDB, IFAD, and JICA**, targeting large-scale irrigation, seed systems, and climate-resilient production technologies.

The strategy heavily emphasizes **Private Sector Contributions**, utilizing Public-Private Partnerships (PPPs) to develop rice growth poles around private aggregators and catalyze investment in modern parboiling, industrial storage, and mechanization services. Finally, Togo will deploy **Innovative Financing Mechanisms**, specifically targeting **Climate Finance** (GCF, GEF) and **Carbon Credits** by transitioning to solar irrigation and scaling the System of Rice Intensification (SRI), ensuring that the sector's transformation is both economically viable and environmentally sustainable.

5.7 Communication Plan

The communication strategy for the PANI-RICE is designed to catalyze food sovereignty by mobilizing stakeholders, ensuring operational transparency, and building high investor confidence in Togo's modernized rice sector. Managed by **MAPRASA** in coordination with the **ONR-T**, the plan targets a broad spectrum of actors, including local authorities, producer cooperatives, financial institutions, and the media, to raise awareness of investment opportunities and improved agricultural practices.

Strategic actions will include a high-profile official launch of the plan, agricultural shows, and round tables to promote the image of a structured and competitive value chain. To reach these diverse audiences, the strategy will leverage a mix of traditional and digital tools, including radio spots and practical guides for producers, social media engagement, and a dedicated digital monitoring platform. Ultimately, the plan seeks to foster strong community support and a national preference for "Premium Togolese Rice" by promoting local dishes and highlighting the socio-economic benefits of a self-sufficient rice industry.

6.0CONCLUSION

Rice is one of Togo's most strategic food commodities, central to the government's vision of food sovereignty and rural transformation. Currently, the country remains reliant on imports to meet a significant portion of domestic demand, leaving it vulnerable to external price shocks and global supply chain disruptions. With an estimated financing envelope of US$ 895 million, the PANI-RICE provides an opportunity to transform this vulnerability into a driver of economic growth by:

- **Bridging the Supply Gap:** Scaling up productivity to 4–5 t/ha and expanding the ZAAP and lowland developments to 100,000 hectares to stabilize production and reduce climate risk.
- **Driving Industrialization:** Ensuring that paddy is processed domestically through the modernization of industrial mills and the establishment of value-added clusters that meet the "Premium Togolese Rice" standard.
- **Fostering Agribusiness Growth:** Building a competitive ecosystem for certified seeds, mechanization service hubs, and digital extension that underpins youth-led entrepreneurship.
- **Enhancing Regional Competitiveness:** Strengthening market systems, SPS standards, and quality certification to enable Togo to secure its share of the ECOWAS market, in line with regional rice roadmaps.

In doing so, the PANI-RICE directly supports Togo's Government Roadmap (2025) and the SNDR II, offering a de-risked entry point for investors into a high-priority, growing market. Realizing this vision requires joint commitment and timely action from all stakeholders:

- The Government of Togo must ensure policy coherence, land security, and adequate budget allocations, while operationalizing the National Rice Observatory (ONR-T) to provide data-driven governance of the sector.
- Development Partners (World Bank, AfDB, IFAD, JICA, BOAD, and others) are called upon to align their portfolios with PANI-RICE priorities, funding the bankable pipeline of irrigation, seed system, and climate-resilient projects.
- Private Investors and Financial Institutions are encouraged to leverage the Public-Private Rice Framework (PPPR) and MIFA de-risking instruments to invest in mechanization hubs, industrial parboiling units, and renewable energy for processing.
- Farmers, Cooperatives, Women, and Youth are the engines of adoption. With targeted training and inclusive financing, they will convert these investments into increased productivity, sustainable jobs, and improved rural livelihoods.

Together, through these coordinated efforts, Togo can close its supply gap, stabilize domestic prices, and unlock the full economic promise of the rice value chain for a prosperous and food-secure future.

Annexes

Annex 1: Detailed Budget Table

No.	Wording	Costs per year (x 1,000,000) FCFA										
		A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	Total
Action 1: Increasing rice production		**17 301,2**	**15 558,2**	**60 695,2**	**94 192,2**	**94 650,2**	**94 477,2**	**93 614,2**	**90 856,2**	**90 888,2**	**91 030,2**	**743 262,5**
Sub-action 1.1: Developing rice-growing areas		**15 124,0**	**13 135,0**	**58 657,0**	**92 198,0**	**92 340,0**	**92 481,0**	**91 623,0**	**88 759,0**	**88 895,0**	**89 031,0**	**722 243,0**
Activity 1.1.1	Mapping and consolidating basins and land with rice potential	5 000,0	-	-	-	-	-	-	-	-	-	5 000,0
Activity 1.1.2	Rehabilitating irrigated areas	-	1 000,0	1 000,0	1 000,0	1 000,0	1 000,0	1 000,0	-	-	-	6 000,0
Activity 1.1.3	Developing lowlands in partial control	-	-	40 000,0	40 000,0	40 000,0	40 000,0	40 000,0	40 000,0	40 000,0	40 000,0	320 000,0
Activity 1.1.4	Developing irrigated areas	9 000,0	9 000,0	14 400,0	46 800,0	46 800,0	46 800,0	46 800,0	46 800,0	46 800,0	46 800,0	360 000,0
Activity 1.1.5	Making quality fertilizers available to producers at an acceptable cost (Yolim Mechanism and AgriPME)	1 124,0	1 135,0	1 257,0	1 398,0	1 540,0	1 681,0	1 823,0	1 959,0	2 095,0	2 231,0	16 243,0
Activity 1.1.6	Rehabilitate/develop service roads to open up rice-growing areas	-	2 000,0	2 000,0	3 000,0	3 000,0	3 000,0	2 000,0	-	-	-	15 000,0
Sub-action 1.2: Increase the production of resilient rice seeds (pre-base, base and certified)		**1 371,0**	**1 312,0**	**1 312,0**	**1 263,0**	**1 264,0**	**1 265,0**	**1 265,0**	**1 266,0**	**1 267,0**	**1 268,0**	**12 853,0**
Activity 1.2.1	Developing perimeters for seed production	1 260,0	1 260,0	1 260,0	1 260,0	1 260,0	1 260,0	1 260,0	1 260,0	1 260,0	1 260,0	12 600,0
Activity 1.2.2	Making quality fertilizers available to seed companies at an acceptable cost (Yolim Mechanism and AgriPME)	1,0	2,0	2,0	3,0	4,0	5,0	5,0	6,0	7,0	8,0	43,0
Activity 1.2.3	Developing new techniques to control rice diseases and pests	60,0	-	-	-	-	-	-	-	-	-	60,0

Activity 1.2.4	Create or update rice varieties adapted to climate change (resilient varieties).	50,0	50,0	50,0								150,0
Sub-action 1.3: Strengthening the capacities of actors		**175,0**	**380,0**	**165,0**	**170,0**	**365,0**	**170,0**	**165,0**	**270,0**	**165,0**	**170,0**	**2 195,0**
Activity 1.3.1	Train and institute technical support on rice production technologies developed and adapted to climate change (SRI, Smart-valleys, GIFs, etc.)	120,0	120,0	120,0	120,0	120,0	120,0	120,0	120,0	120,0	120,0	1 200,0
Activity 1.3.2	Strengthening local biofertilizer and biopesticide production companies	-	5,0	-	5,0	-	5,0	-	5,0	-	5,0	25,0
Activity 1.3.3	Revitalizing the village phytosanitary treatment brigades	3,0	3,0	3,0	3,0	3,0	3,0	3,0	3,0	3,0	3,0	30,0
Activity 1.3.4	Train producers on the management of phytosanitary products and TEUs	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	50,0
Activity 1.3.5	Strengthening production capacities for pre-basic, basic and certified rice seeds	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	50,0
Activity 1.3.6	Strengthening the capacities of research and extension institutions in terms of human, material and financial resources	15,0	15,0	15,0	15,0	15,0	15,0	15,0	15,0	15,0	15,0	150,0
Activity 1.3.7	Strengthen the capacities of rice farmers on integrated water and space management, soil fertility, good cultural practices, disease and pest recognition and control methods	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	100,0
Activity 1.3.8	Provide financial and non-financial support (training) to the players in the sector	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	50,0
Activity 1.3.11	Facilitate training leading to diplomas and retraining of staff (departments involved in technical supervision)	-	200,0	-	-	200,0	-	-	100,0	-	-	500,0

Activity 1.3.12	Train seed producers in high-yield variety production techniques	2,0	2,0	2,0	2,0	2,0	2,0	2,0	2,0	2,0	2,0	20,0
Activity 1.3.13	Adopt digital regional advisory modules on Good Agricultural Practices (training and consultation framework)	10,0	10,0									20,0
Sub-action 1.4: Mechanize the activities of the sector		**311,2**	**431,2**	**311,2**	**311,2**	**431,2**	**311,2**	**311,2**	**311,2**	**311,2**	**311,2**	**3 351,5**
Activity 1.4.1	Acquire suitable agricultural equipment (seed drills, transplanters, harvesters, rototillers, etc.)	300,0	300,0	300,0	300,0	300,0	300,0	300,0	300,0	300,0	300,0	3 000,0
Activity 1.4.2	Acquire pesticides (insecticides, fungicides and herbicides) for the benefit of rice-growing areas	0,8	0,8	0,8	0,8	0,8	0,8	0,8	0,8	0,8	0,8	7,5
Activity 1.4.3	Acquire Personal Protective Equipment (PPE)	10,4	10,4	10,4	10,4	10,4	10,4	10,4	10,4	10,4	10,4	104,0
Activity 1.4.4	Acquire processing and packaging equipment for the benefit of seed companies	-	120,0	-	-	120,0	-	-	-	-	-	240,0
Sub-action 1.5: Integrating climate-smart approaches into hydro-agricultural management		**50,0**	**50,0**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**100,0**
Activity 1.5.1	Demarcate the basin, map, analyze degradation, and identify production areas (crops, catchment areas)	200,0										200,0
Activity 1.5.2	Carry out upstream and downstream actions to reduce erosion through protection work (reforestation, contour lines) and agricultural development of the lowlands.	300,0										300,0
Activity 1.5.3	Involve local actors in diagnosis and implementation to ensure ownership and sustainability	50,0	50,0									100,0
Sub-action 1.6: Strengthen climate warning systems and sustainable water management.		**270,0**	**250,0**	**250,0**	**250,0**	**250,0**	**250,0**	**250,0**	**250,0**	**250,0**	**250,0**	**2 520,0**
Activity 1.6.1	Improve real-time data collection via hydrometeorological stations, sensors and satellite images, integrating artificial intelligence.	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	500,0

Activity 1.6.2	Ensuring that information reaches local populations in a timely manner, especially the most vulnerable	200,0	200,0	200,0	200,0	200,0	200,0	200,0	200,0	200,0	200,0	2 000,0
Activity 1.6.3	Collaborate between local actors (local authorities, farmers, companies) for a balanced sharing of the resource.	20,0										20,0
Action 2: Valorization and marketing of local rice.		**267,5**	**2 785,5**	**112,5**	**265,5**	**12,5**	**2 685,5**	**12,5**	**185,5**	**12,5**	**355,5**	**6 695,0**
Sub-action 2.1: Strengthening the quality and security of the supply of raw materials		**181,5**	**2 601,5**	**1,5**	**101,5**	**1,5**	**2 601,5**	**1,5**	**101,5**	**1,5**	**201,5**	**5 795,0**
Activity 2.1.1	Building the storage warehouses	-	2 500,0	-	-	-	2 500,0	-	-	-	-	5 000,0
Activity 2.1.2	Audit existing industrial processing units	150,0	-	-	-	-	-	-	-	-	-	150,0
Activity 2.1.3	Develop a Togolese rice label and support stakeholders in the definition and implementation of	30,0	-	-	-	-	-	-	-	-	-	30,0
Activity 2.1.4	Building local rice markets	-	100,0	-	100,0	-	100,0	-	100,0	-	200,0	600,0
Activity 2.1.5	Strengthen the national system for collecting and disseminating prices, volumes, and availability	1,5	1,5	1,5	1,5	1,5	1,5	1,5	1,5	1,5	1,5	15,0
Sub-action 2.2: Strengthening actors in processing equipment		**86,0**	**84,0**	**11,0**	**84,0**	**11,0**	**84,0**	**11,0**	**84,0**	**11,0**	**154,0**	**620,0**
Activity 2.2.1	Audit and support local equipment manufacturers in the modernization of their agricultural equipment manufacturing units (favor renewable energy)	75,0	-	-	-	-	-	-	-	-	-	75,0
Activity 2.2.2	Train processors in product preservation and inventory management	-	3,0	-	3,0	-	3,0	-	3,0	-	3,0	15,0
Activity 2.2.3	Strengthen the capacities of existing processing units (white rice and parboiling)	-	10,0	-	10,0	-	10,0	-	10,0	-	20,0	60,0
Activity 2.2.4	Promote the establishment of new modern parboiling units	-	60,0	-	60,0	-	60,0	-	60,0	-	120,0	360,0

Activity 2.2.5	Disseminate regulatory texts and trade policies on local rice	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	100,0
Activity 2.2.6	Developing the marketing of finished products	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	10,0
Activity 2.3: Integrate a regional market development strategy		**-**	**100,0**	**100,0**	**80,0**	**-**	**-**	**-**	**-**	**-**	**-**	**280,0**
Activity 2.3.1	Encourage the adoption of harvesting, drying and storage techniques to reduce losses and improve the breakage rate of rice, including packaging to ECOWAS standards.		30,0	30,0	30,0							90,0
Activity 2.3.2	Strengthening regional standardization and certification		20,0	20,0								40,0
Activity 2.3.3	Promoting the export of Togolese rice to neighbouring countries		50,0	50,0	50,0							150,0
Action 3: Improving the sector's financing		**2 030,0**	**110,0**	**30,5**	**30,0**	**80,0**	**30,0**	**30,0**	**30,0**	**30,0**	**30,0**	**2 430,5**
Sub-action 3.1: Establish agricultural risk management mechanisms (insurance instruments (index insurance, health insurance, AC, etc.)		**-**	**70,0**	**-**	**-**	**50,0**	**-**	**-**	**-**	**-**	**-**	**120,0**
Activity 3.1.1	Setting up insurance instruments (index-based insurance, health insurance)	-	50,0	-	-	50,0	-	-	-	-	-	100,0
Activity 3.1.2	Promoting contract farming	-	10,0	-	-	-	-	-	-	-	-	10,0
Activity 3.1.3	Promote the Inclusive Rice Business Matching Fund.		10,0									10,0
Sub-action 3.2: Establish a rice development fund		**-**	**10,0**	**0,5**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**10,5**
Activity 3.2.1	Establish a Rice Development Fund (Window)	-	-	0,5	-	-	-	-	-	-	-	0,5
Activity 3.2.2	Integrate the ECOWAS regional blended finance platform.		10,0									10,0
Sub-action 3.3: Provide financial support to the sector's stakeholders		**2 030,0**	**30,0**	**30,0**	**30,0**	**30,0**	**30,0**	**30,0**	**30,0**	**30,0**	**30,0**	**2 300,0**
Activity 3.3.1	Provide financial and non-financial support (training) to the players in the sector	2 000,0	-	-	-	-	-	-	-	-	-	2 000,0

Activity 3.3.2	Support stakeholders in the development of a bankable business plan by identifying priorities and necessary resources	30,0	30,0	30,0	30,0	30,0	30,0	30,0	30,0	30,0	30,0	300,0
Action 4: Governance of the sector		**55,6**	**80,6**	**80,6**	**55,6**	**55,6**	**55,6**	**55,6**	**55,6**	**55,6**	**55,6**	**606,0**
Sub-action 4.1: Improving the tax regulatory framework		**0,6**	**0,6**	**0,6**	**0,6**	**0,6**	**0,6**	**0,6**	**0,6**	**0,6**	**0,6**	**6,0**
Activity 4.1.1	Establish contractual relations between maintenance / assembly workshops (Public/private) and users	0,6	0,6	0,6	0,6	0,6	0,6	0,6	0,6	0,6	0,6	6,0
Sub-action 4.2: Strengthen the application of the regulatory framework for access to secure land		**55,0**	**55,0**	**55,0**	**55,0**	**55,0**	**55,0**	**55,0**	**55,0**	**55,0**	**55,0**	**550,0**
Activity 4.2.1	Facilitate support for stakeholders in land registration (land booklets)	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	500,0
Activity 4.2.2	Revitalize local land commissions for the prevention and resolution of land disputes related to rice cultivation	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	5,0	50,0
Sub-action 4.3: Strengthening business incentive policies		**-**	**25,0**	**25,0**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**50,0**
Activity 4.3.1	Sufficiently align national trade laws with ECOWAS regional rice policies		10,0	10,0								20,0
Activity 4.3.2	Create investment promotion policies at the regional and national levels		10,0	10,0								20,0
Activity 4.3.3	Improving the business environment for private actors by removing administrative barriers		5,0	5,0								10,0
Action 5: Coordination of the sector.		**50,6**	**170,6**	**50,6**	**50,6**	**65,6**	**50,6**	**50,6**	**50,6**	**50,6**	**65,6**	**656,0**
Sub-action 5.1: Operationalize the Togolese National Rice Observatory (ONR-T) to better manage the actions of the sector		**0,4**	**110,4**	**0,4**	**0,4**	**0,4**	**0,4**	**0,4**	**0,4**	**0,4**	**0,4**	**114,0**
Activity 5.1.1	Produce and distribute operation manuals	-	30,0	-	-	-	-	-	-	-	-	30,0

Activity 5.1.2	Establish a framework for consultation, exchange of information and sharing of best practices between stakeholders	0,4	0,4	0,4	0,4	0,4	0,4	0,4	0,4	0,4	0,4	4,0
Activity 5.1.3	Provide the ONR-T and the technical structures with the appropriate infrastructure and equipment (rolling stock, plant seed conservation equipment, etc.)	-	50,0	-	-	-	-	-	-	-	-	50,0
Activity 5.1.4	Strengthening the secretariat's capacity for data collection, monitoring and observation		10,0									10,0
Activity 5.1.5	Strengthen communication channels between the ERO and local ecosystems through national chapters and technical partners.		10,0									10,0
Activity 5.1.6	Train experts at the national level on project management and implementation (e.g., management of specific agricultural programs for producers and millers) to ensure effective project delivery		10,0									10,0
Sub-action 5.2: Hold coordination meetings		**0,2**	**0,2**	**0,2**	**0,2**	**0,2**	**0,2**	**0,2**	**0,2**	**0,2**	**0,2**	**2,0**
Activity 5.2.1	Hold quarterly meetings to review the implementation of production, processing and marketing forecasts established by the actors in the sector	0,2	0,2	0,2	0,2	0,2	0,2	0,2	0,2	0,2	0,2	2,0
Sub-action 5.3: Monitoring, evaluation and audit		**10,0**	**20,0**	**10,0**	**10,0**	**25,0**	**10,0**	**10,0**	**10,0**	**10,0**	**25,0**	**140,0**
Activity 5.3.1	Establish an external audit system to review the plan's accounts and expenditure management practices	-	-	-	-	15,0	-	-	-	-	15,0	30,0
Activity 5.3.2	Monitor and evaluate the actions of the plan	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	10,0	100,0
Activity 5.3.3	Adopt ECOWAS Key Performance Indicators (KPIs) for rice monitoring		10,0									10,0

Sub-action 5.4: Conduct periodic reviews on the implementation of the various measures		**40,0**	**40,0**	**40,0**	**40,0**	**40,0**	**40,0**	**40,0**	**40,0**	**40,0**	**40,0**	**400,0**
Activity 5.4.1	Conduct periodic reviews on the implementation of the various measures	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	400,0
Total		**19 704,9**	**18 704,9**	**60 969,4**	**94 593,9**	**94 863,9**	**97 298,9**	**93 762,9**	**91 177,9**	**91 036,9**	**91 536,9**	**753 650,0**

Annex 2: Action Plan Summary Table

Action	Activities	Estimated Cost (CFA million)	Estimated Cost ($US million)	Financing Sources	Lead Institution	Expected Results / Outcomes (2035)
1. Increasing rice Production	1.7 Developing/rehabilitating rice-growing areas (100k ha). 1.8 Increasing production of resilient seeds (Pre-basic, Basic, Certified). 1.9 Strengthen the capacity of stakeholders (technical, Inputs, materials and equipment, infrastructure) 1.10 Mechanizing sector activities (1,000 machines). 1.11 Integrating climate-smart approaches into water/hydro agricultural management. 1.12 Strengthening climate warning systems and sustainable water management	**743 262,5**	**1,238.77**	Public Budget, DFIs (AfDB/WB), Climate Finance, PPPs, GIZ	MAPRASA(DDR/DPA) Ministry of Agriculture (MAPAH), ITRA, ICAT Irrigation Dept, WUAs	• ≥100,000 ha developed; • Rice self-sufficiency reached (>90%); • Yields increased from 2.5 t/ha to 4.5 t/ha. • Climate-resilient water systems nationwide.
2. Valorization and marketing of local rice	2.1 Strengthening quality and security of raw material supply. 2.5 Modernizing processing equipment for actors. 2.6 Designing and integrating a regional market development strategy. 2.7 Capacity building on standardization/labeling	**6 695,0**	**11.16**	Private equity, Blended Finance, BOAD, EU	ATA/DGPTA, Ministry of Trade, Millers' Associations, HAQUE	• 50% reduction in post-harvest losses; • 30-40 modern mills upgraded; • Premium Togolese Rice label established • Increased regional export market share

3. Improving sector Financing	3.1 Implement agricultural risk management mechanisms (insurance instruments: index insurance and health insurance for rice farmers, contract farming, etc. 3.2 Establish the National Rice Development Fund 3.3 Provide financial support to rice sector Agribusinesses. 3.4 Scaling contract farming models	**2 430,5**	**4.05**	Public anchor capital, Impact investors, Insurers	DEFA/MIFA Ecobank, Financial institutions, FAO, Private Fund Managers, Central bank	• US$150M+ Private capital mobilized • 80% insurance coverage in key clusters. • Fully operational Rice sector development fund
4. Governance of the sector	4.1 Improving the tax regulatory framework 4.2 Strengthen the application of the regulatory framework for access to secure land 4.3 Strengthening business incentive policies for private investment.	**606,0**	**1.01**	Public funding, Technical Assistance	MAPRASA/Min of Finance, Lead registry, local Authorities	• Favourable tax regime active • Transparent land dispute resolution • Increase FDI in the rice value chain
5. Coordination of the action plan	5.1 Operational the Togolese National Rice observatory (ONR-T) to better manage the actions of the sector 5.2 Holding regular coordination meetings 5.3 Institutionalizing Monitoring, Evaluation and Audits 5.4 Conduct periodic reviews on the implementation of the various measures.	**656,0**	**1.09**	Public funding, Donor support (ECOWAS/ERO)	ONR-T/SG MAPRASA DPSSE, Rice thematic group	• 100% compliance with ECOWAS reporting • Data driven sector management • Harmonized stakeholder interventions and sector governance • Transparent audit systems.
Total		**753,650.0**	**1,256.08**			

Annex 3: Monitoring and evaluation : List of key performance indicators

Categories of indicators	Key Performance Indicators	Definition	Unit of Measurement	Baseline (2024)	Annual Target	End goal (2035)	Data sources	Frequency
Action 1: Increasing rice production								
Surface area	Area sown	Measures additional rice area sown	Hectares	103 584	9 642	200 000	Report on the MAPRASA agricultural season (DPSSE)	Annual
Production	Quantity produced	Measures the gross amount of paddy rice produced	Tons	180 198		1 026 000	Report on the MAPRASA agricultural season (DPSSE)	Annual
Productivity	Average rice yield per hectare	Productivity measurement per unit area	Tonnes/ha	1,81		5,13	Report on the MAPRASA agricultural season (DPSSE)	Yearly
	Number of seed companies	Identifying all seed companies at the national level	Number	2	-	5	DPA Report	Yearly
Access to inputs	Adoption rate of certified seeds	Proportion of improved seed used	%	16		50	DPA Performance Report	Yearly
	Amount of nutrients used for production	kg/ha	%	20		40	CAGIA Performance Report	Yearly
Infrastructure	Number of fertilizer and biopesticide production infrastructure created and operational	Number of fertilizer and biopesticide production infrastructure created and operational	Nb	1		2	CAGIA Performance Report	End of program
	Hectares of lowlands developed for rice	Areas of developed lowlands	Hectares	35 070		115070	RFI Performance Report	Yearly

Categories of indicators	Key Performance Indicators	Definition	Unit of Measurement	Baseline (2024)	Annual Target	End goal (2035)	Data sources	Frequency
	Hectares of land planted for upland rice	Areas of land sown for upland rice		65 870		65 870	RFI Performance Report	Yearly
	Hectares under irrigation for rice	Developed area for irrigation	Ha	2 643		22643	RFI Performance Report	Yearly
Action 2: Valorisation and market access								
	Number of 350-ton magazines built	Number of warehouses built for the storage of rice seeds, rice and rice products	Number	0	-	100	Departmental Performance Report	End of program
Market	Proportion of locally processed rice	Percentage of local rice processed	%	19	-	100	INSEED and ONR-T Report	Yearly
	Number of industrial processing units	Number of processing units existing on the national territory	Number	19		50	INSEED and ONR-T Report	Yearly
	Number of labelled products	Number of labelled products	Number	1		2	Departmental Performance Report	End of program
Action 3: Improving the sector's financing								
Finance	Volume of agricultural credit in the rice value chain	Total value of loans and grants disbursed	In CFA francs (millions)	1000		60 000	Banks, MFIs	Yearly
	Number of producers covered by agricultural insurance	Number of producers who have benefited from agricultural insurance products	Number	500		3 000	Ministry Report Banks and MFIs	Yearly
Action 4: Governance of the sector								
Capacity	Number of farmers trained	Training in good practices, mechanization, etc.	Number	5 000	-	100 000	Departmental Performance Report ICAT	Yearly
	Number of technicians trained	Training of CTGEAs on good rice farming practices and mechanization, etc.	Number	476		600	ICAT Performance Report	

Categories of indicators	Key Performance Indicators	Definition	Unit of Measurement	Baseline (2024)	Annual Target	End goal (2035)	Data sources	Frequency
	Number of diploma courses	Number of technicians with a diploma	Number	0		50	Departmental Performance Report	
	Number of producers trained	Number of producers trained in the maintenance of agricultural equipment (tractors, seeders, harvesters)		5 000		15 000	Departmental Performance Report ICAT	
	Number of Processors Trained	Number of processors trained on rice standards and quality and conservation measures	Number	0	500	5 000	Departmental Performance Report *ICAT*	Yearly
Gender/Youth	Proportion of young people and women living in rice-growing areas	Inclusive targeting of vulnerable groups	%	30		42	Ministry Report Report of the CAFR	Yearly
Action 5: Coordination of the action plan								
Consultation	Number of consultations held	Traces the number of consultation frameworks	Nb	5	1	15	Departmental Performance Report	Yearly

Annex 4 : Risk Assessment and Mitigation Measures

Factors likely to have a negative impact on the achievement of the results of the planned actions were identified and analyzed according to their impacts and their probability of being achieved. Based on this analysis, the overall level of risk is considered to be modest. To mitigate these risks, mitigation measures are planned.

The risks identified are related to financial constraints, rainfall constraints, access to land, political instability in the country, low support from producers, low support from stakeholders (decentralized structures, NGOs), and the availability of paddy caused by the massive outflow to neighboring countries. The risks of disasters linked to climate change such as floods and droughts are more likely to hinder the operationalization of the roadmap insofar as they have become more recurrent in Togo, causing significant crop losses. To mitigate these risks, mitigation measures are planned.

Risks	**Mitigation measures**	**Risk assessment**
Financial constraints	- Encourage the strong participation of national and even international private operators - Identify credible partners	M
Low stakeholder buy-in	Raising awareness among the actors and partners concerned	M
Low stakeholder buy-in	- Carry out awareness-raising actions and ownership of the project - Strengthen the Stakeholders' Consultation Committee - Set up a monitoring committee in each structure involved	M
Insecurity Access to land	- Promote land leasing for long periods (25 years and more) - Raise awareness among landowners about compliance with contractual clauses - Involve local authorities and customary chiefs in the dissemination of the land law	M
Rainfall constraints	Ensuring water control	M
Health and/or political crises (resources reallocated to other purposes	Strengthen response measures (extension of health insurance to agricultural producers, rice farmers and pests)	F
Natural disasters (floods and droughts)	Strengthening assistance measures in the event of disasters	M
National insecurity related to terrorist attacks	Strengthening security, awareness-raising workshops on living together	M
Overall assessment		**M**

Annex 5: Key Policies and Initiatives in Togo's Rice Sector

Policy/Initiative Name	Timeline / Status	Key Objective/Action	Reference / Source
National Rice Development Strategy (SNDR-II)	2023–2030 (Updated)	Sets the core goal of rice self-sufficiency by 2030. Focuses on doubling yields and expanding irrigation through the CARD initiative.	SNDR-II Strategic Document (MAEDR)
Government Roadmap 2025	2020–2025 (Active)	Aims for a structural transformation of agriculture. Prioritizes the creation of "Agropoles" and high-wealth-generating rice hubs.	Togo Roadmap 2025 (Presidency)
Planned Agricultural Development Zones (ZAAP)	Launched 2020 (Scaling)	Consolidates smallholder land into 100+ high-potential clusters. Provides centralized mechanization, inputs, and water management.	Decree No. 2017-040 / ATA Guidelines
Incentive Mechanism for Ag-Finance (MIFA)	Established 2018	A de-risking platform that provides credit guarantees and insurance to unlock private bank lending for rice producers.	MIFA S.A. Operational Guidelines
AgriPME (Digital E-Wallet)	Ongoing (Launched 2016)	A digital fertilizer subsidy system (similar to Nigeria's GES) that delivers input grants directly to farmers via mobile phones.	AfDB AgriPME Impact Study
National Land Code (Code Foncier)	Adopted 2018	Recognizes land titles and customary rights as legal collateral, facilitating land registration via the "Land Booklet" system.	Law No. 2018-005 (Land & Property)
Togolese National Rice Observatory (ONR-T)	Established 2023	Serves as the national coordination unit linked to the ECOWAS Rice Observatory (ERO) for sector data and trade policy.	ECOWAS Rice Offensive Action Plan
Sustainable Ag-Transformation Program (ProMAT)	2022–2030	A World Bank-backed framework focusing on industrializing the rice value chain and increasing climate-smart output.	World Bank PforR (P180580)
Investment Code (Code des Investissements)	Revised 2019	Offers tax exemptions (up to 10 years) and customs benefits for large-scale rice processing and irrigation investments.	Law No. 2019-012 (API-ZF)

Annex 6: Togo Rice Sector Stakeholder Analysis

Stakeholder Category	Key Entities & Roles	Primary Focus & Interests
1. Government & Regulators	• **MAEDR:** Sets national policy, manages ZAAPs, and coordinates PANI-RICE execution. • **ONR-T (Togolese National Rice Observatory):** Sector coordination, data management, and ECOWAS KPI monitoring. • **ITRA (Togolese Institute for Agricultural Research):** Varietal development and breeder seed production. • **ICAT:** Technical advisory and extension services for rice farmers. • **OTR (Togolese Revenue Authority):** Enforces tax incentives and monitors rice trade/tariffs.	Food security, import substitution, rural job creation (especially for youth/women), and policy alignment with the 2025 Roadmap.
2. Producers & Cooperatives	• **FNC-R (National Federation of Rice Cooperatives):** Main representative body for rice farmers. • **ZAAP Committees:** Local management of consolidated land parcels and shared infrastructure. • **Regional Unions:** Manage primary aggregation and input distribution at the prefecture level.	Access to high-yield seeds and irrigation, affordable mechanization, secure land tenure (Land Booklets), and guaranteed off-take prices.
3. Millers & Agribusiness	• **Industrial Millers:** Large-scale processors (e.g., those in the Plateaux and Savannah regions). • **Women Parboiler Groups:** Traditional and semi-industrial parboiling clusters (Action 2.2). • **Agropoles (e.g., Agropole de la Kara):** Hubs for integrated processing and marketing.	Stable supply of high-quality paddy, modernized milling/sorting technology, and branding support for "Made in Togo" rice.
4. Input & Service Providers	• **Private Seed Companies:** Certified seed multiplication and distribution.	Increased adoption of modern inputs, commercial viability of tractor services, and expansion of digital agricultural advisory.

	• **Digital Service Providers (AgriPME/Yolim):** Managing the digital input subsidy and e-wallet system. • **Mechanization Service Centers:** Private and PPP-led tractor and harvester hiring hubs. • **CAGIA:** Procurement and distribution of fertilizers and phytosanitary products.	
5. Financial Institutions & Partners	• **MIFA S.A.:** De-risking agriculture through credit guarantees and technical support. • **Commercial Banks:** (e.g., Orabank, Ecobank, Coris) Providers of CAPEX and OPEX loans. • **Development Partners:** World Bank, AfDB, IFAD, BOAD, JICA, GIZ (Funding and TA).	Profitable and low-risk lending portfolios, poverty reduction, climate-resilient value chains, and transparency in fund management.
6. Traders & Logistics	• **National Aggregators:** Private traders linking ZAAP production to urban mills. • **ANSAT:** Managing national food security stocks and price stabilization. • **Transporters:** Logistics providers moving paddy from lowlands to processing centers.	Optimized supply chains, reduced transport costs via improved service roads (Action 1.1.6), and consistent trade volumes.
7. Consumers	• **Urban & Rural Households:** End-users of local parboiled and white rice. • **Institutional Buyers:** Schools, hospitals, and the military (Public Procurement).	Affordability, quality (cleanliness and low breakage), nutritional value, and consistent availability of local brands.

Annex 7 : NRIAP Validation