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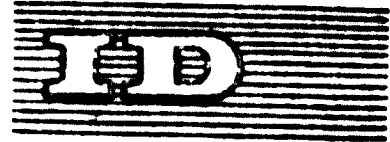
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D03762



Distr.
LIMITED

ID/WG.133/19
1 August 1972

ORIGINAL: ENGLISH

United Nations Industrial Development Organization

Seminar on Furniture and
Joinery Industries

Lahti, Finland, 6 - 26 August 1972

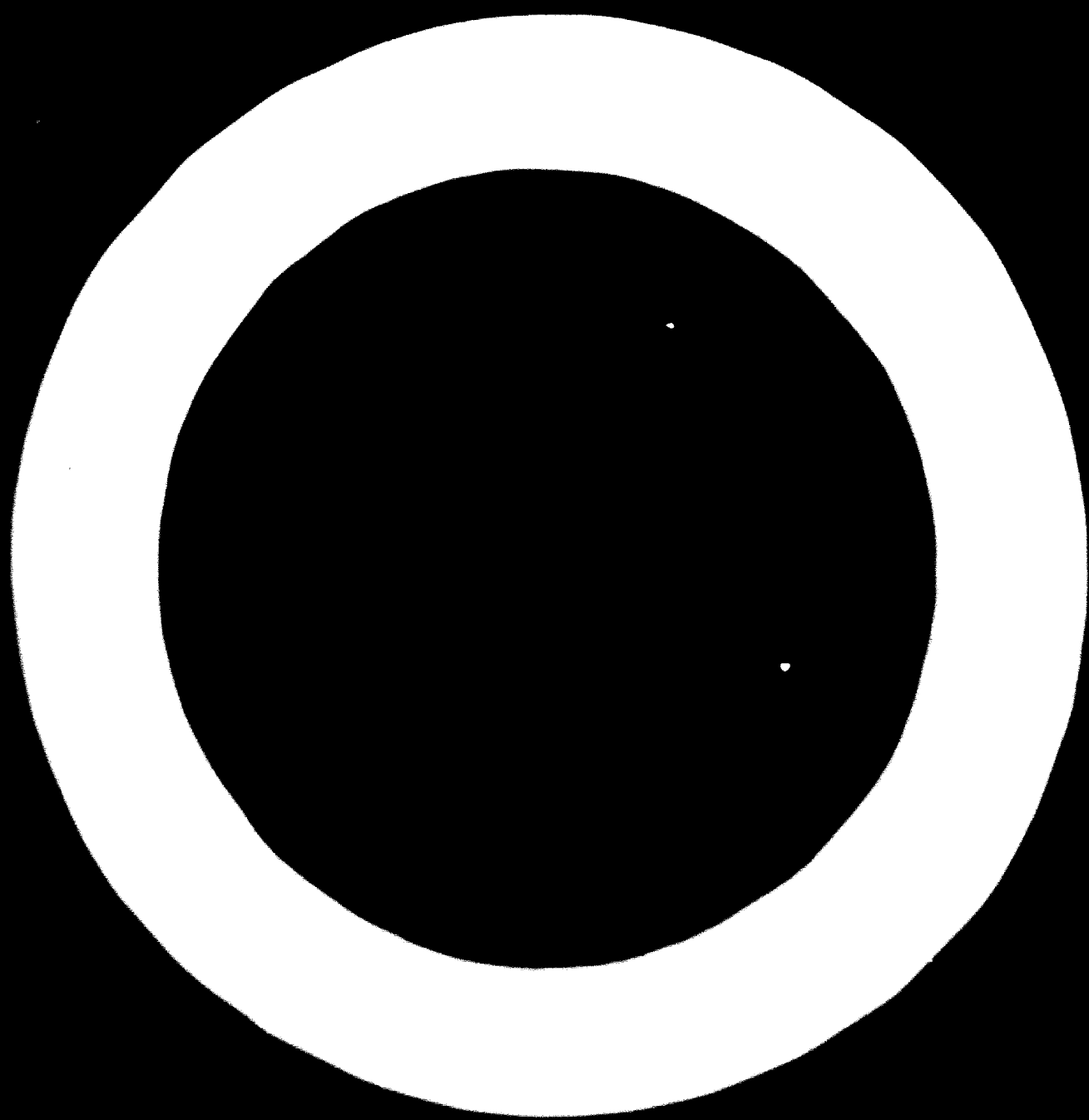
FURNITURE AND JOINERY INDUSTRY IN TANZANIA ^{1/}

by

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Introduction:

Tanzania covers an area of about 900,000 square kilometres, and has a population of 11,957,000 on the mainland plus 315,000 on Zanzibar making a total of 12,312,000 according to the August 1967 census. (Growth rate (1947-1967) was 2.5 per cent per annum. A higher growth rate has been assumed since 1967. The June 1969 estimate was 12,557,000 for the mainland alone.

Tanzania is mainly an agricultural country as more than 80 per cent of the population is living in rural areas, despite the Government's policy of encouraging other industries apart from agriculture. The industrial sector has for the last few years shown a great expansion, and although the demand at home has been very big, we have managed to export some of our manufactured goods to neighbouring countries.

Recent performance and present state of development:

The history of the Tanzanian wood industry can be conceptualized into two main phases: that prior to independence and after independence. The phase prior to independence was geared mainly towards maximum exploitation of the natural resources for individual benefits for, in particular, the colonial masters. Some of the wood manufacturing and processing industries were granted exclusive rights to exploit and process raw materials (wood or logs) without even paying royalties. However, this state of affairs came to an end soon after independence.

Since independence the policy of the Government has been one of maximum exploitation and utilisation of natural resources for the country as a whole. Many of the planners in this sector of the economy have since then embarked on establishing industries which will not cater for domestic purposes but more so oriented towards export marketing.

With the birth of the Arusha Declaration, capitalism with its setbacks and shortcomings died a natural death, when the means of production were put under the state.

The Furniture Industry:

In Tanzania today there are very many furniture workshops, some owned by individual people, some on a co-operative basis, and some big factories owned by Government institutions.

The Furniture and Joinery industry is one of the growing industries in Tanzania, producing mainly for the domestic market while very substantial amounts are exported to neighbouring countries.

Productivity:

Table 1: Manpower Productivity (1965 - 1968)

| | 1965 | 1966 | 1967 | 1968 |
|--|--------|--------|--------|--------|
| Productivity (Millions) T. Shs. | 7,664 | 13,133 | 19,059 | 26,150 |
| Employment | 440 | 708 | 803 | 1,081 |
| Value per Employment (Thousand T Shs.) | 17,418 | 18,545 | 24,482 | 24,190 |

Source: The National Institute of Productivity.

As can be seen from Table 1 above, progress has been made on all sides, e.g. productivity, employment and the input per worker, which shows a promising start for the future furniture industries.

Raw Materials:

Tanzania has every advantage regarding raw material as Tanzania has a wide variety of commercial timber: enough to satisfy its home and export requirements. Timber such as Mninga, Camphor, Mvule, Muhuhu, Leliendo, Mkangazi (African Mahogany), Podo and Mpingo (black wood).

Afforestation schemes are also being carried out in the country.

Current Problems:

The current problems associated with the Tanzania furniture industries seem to be due to the product programme being far too large, and of rather costly and inferior designs and without any kind of standardization in component production. As a result of this and of lack of know-how in setting up proper production lines

and in maintaining machinery, the equipment is not properly utilized and operates more on a handicraft level than on a wood working industry level.

To improve this situation, a team of experts is required to establish:-

- (a) A proper integrated product programme that will meet the special market needs for low cost domestic joinery and furniture products and for products to be exported to neighbouring countries;
- (b) Organized production lines making full use of existing and possible minor additions of equipment, initially to cater for a sharply reduced programme of existing furniture designs and later for new products;
- (c) A marketing organization that can handle sales budgeting and the setting of objectives to promote organized production and sales.

The experts required will be in the fields of:

- (a) Wood industry advisers with practical experience on the floor level in the furniture industry;
- (b) Furniture designers with significant experience in low-cost furniture design;
- (c) Marketing advisers with experience from various furniture and joinery industries and with export know-how.

These experts should work as a team together with local counterparts, among whom are technicians, designer/draftsmen and commercially trained people.

Job Descriptions for the required experts:

1. Wood Industry Advisers:

General duties:

The advisers will be in charge of renovating the factories and organizing new production line for existing designs and later for improved furniture with the object of increasing production efficiency and quality.

Specific duties:

The advisers shall:

1. Review the equipment situation and introduce lay-outs, possibly with minor modifications of equipment;
2. Establish maintenance sections and programmes to renovate and continuously maintain equipment;
3. Establish proper lines of production, including components fabrication to final dimensions in machines, and assembly with minimum hand labour, while introducing simple jigs and fixtures to a far greater extent;
4. Establish proper production planning and workshop order routines;
5. Establish quality control schemes;
6. Train counterparts;
7. Work as a team with design and marketing people to develop new products for more refined and standardized production, and in this team work be responsible for formulating intermediate and long term manufacturing objectives.

Qualifications:

The advisers should have basic training in woodwork or machining work combined with extensive education in workshop management and woodworking technology.

They must be well conversant with the operation and maintenance of wood-working equipment tooling for furniture and joinery production operating on an industrial scale.

2. Furniture Designers:

The general duties for the designers will be, in co-operation with the wood industry advisers and marketing people, to redesign existing production programmes to be better adapted to series production and to be more attractive to the public, while preparations are made to introduce a new integrated product programme to fully exploit market and production facilities.

Specific Duties:

1. The designers will: review the existing production programme in relation to requirements by the market and the product unit, and suggest changes that could quickly be introduced to improve the existing product situation;
2. Will relate all their work to a set of marketing and production objectives based on existing market surveys;

3. Together with supporting staff, will prepare preliminary drawings, prototypes, and cost and fabrication details for presentation and discussion in a development group consisting of marketing people and works staff;
4. Will be responsible for detailed drawing and specification work to meet the requirements of the production units;
5. Will direct their design work towards simplified designs requiring the smallest amount of skill in production to obtain high quality and towards a high degree of standardization on utilizing common components in as many different types as possible;
6. Will train counterparts.

Qualifications:

The designers must have a basic theoretical education as architects or interior decorators or industrial designers.

3. Marketing Advisers:

General Duties:

Based on existing production and marketing information, the advisers will propose preliminary marketing objectives and product policy, set up a marketing organization that will lead to active sales, proper budgeting and continuous revision of objectives for new product lines.

Specific Duties:

1. The advisers shall: review the market and sales situation in relation to the existing product programme and suggest an interim revision of the product programme;
2. Suggest a re-organization of the marketing organization in order to meet the objectives of active sales, recording, statistics, budgeting, proper despatch, quality control and stock control for reduced stock;
3. Establish procedures for order-processing to integrate the information system with the other departments;
4. Prepare a proposal for the future production policy and marketing objectives while undertaking market investigations for new types of furniture;

5. Prepare sales plans and sales promotion materials for new product lines;
6. Train counterparts in all aspects of marketing related to the factory's operations.

Qualifications:

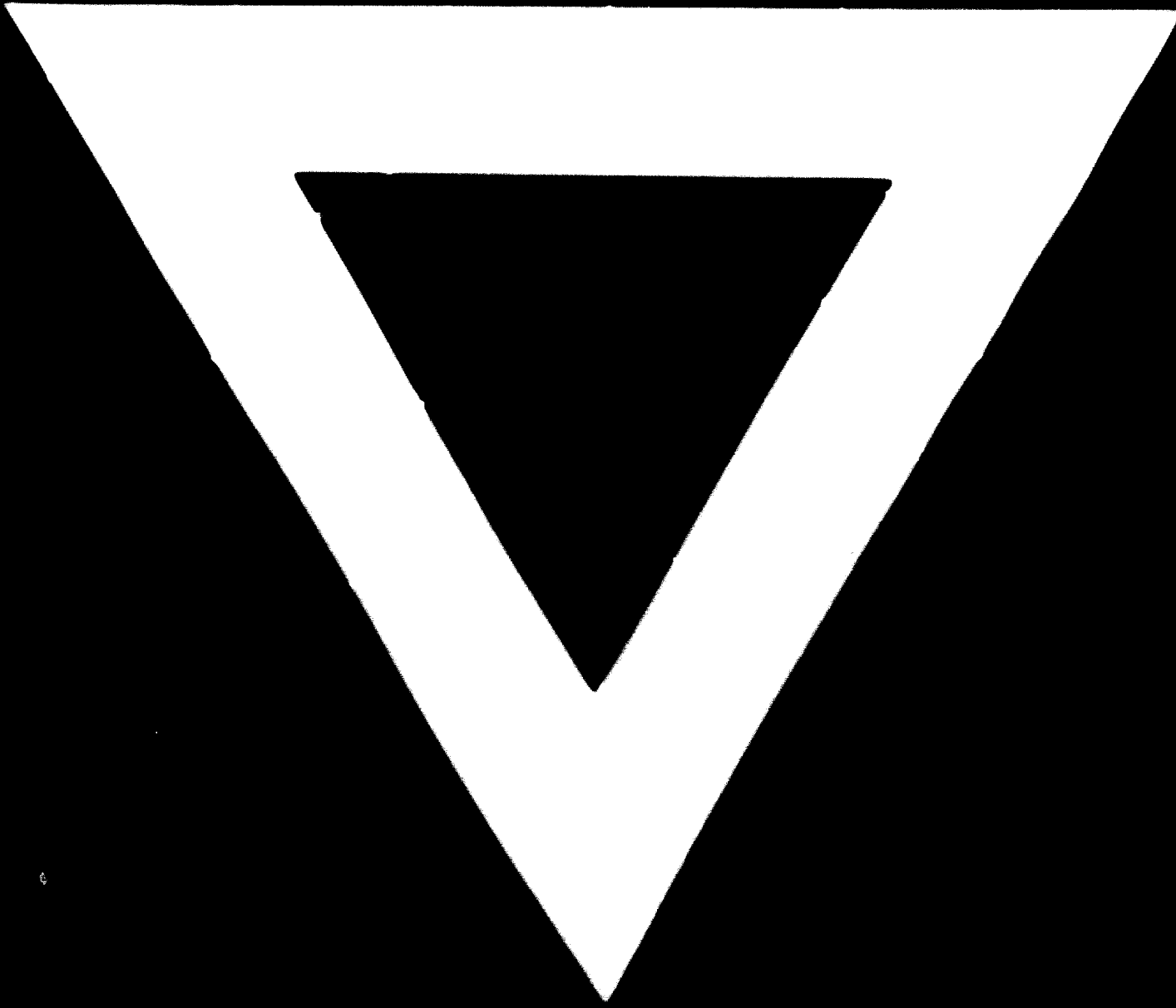
The marketing advisers must have a basic theoretical education in business management or marketing.

Future Prospects:

The fact that the Government of the United Republic of Tanzania has formed the Tanzania Wood Industries Corporation charged with the duties of supervising and setting up new wood processing factories and organizing the sales of wood products guarantees the future prosperity of this industry.

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