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**FINAL REPORT**

**ASSESSMENT AND TRAINING SERVICES RELATED TO DEVELOPMENT  
OF RURAL ENTREPRENEURSHIP IN SALIMA DISTRICT -MALAWI**



***PREPARED FOR***

**UNIDO – SALIMA TECHNICAL PROJECT NO: TF/MLW/05/A01 ON  
EMPOWERING POOR RURAL COMMUNITIES WITH LABOUR SAVING  
TECHNOLOGIES FOR INCREASED LABOUR PRODUCTIVITY, FOOD  
PRODUCTION AND INCOME GENERATION**

***BY***

**SMALL INDUSTRIES DEVELOPMENT ORGANIZATION (SIDO)**

**February 2008, Dar Es Salaam**

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*Small Industries Development Organisation*

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## ABBREVIATIONS

ADD	Agricultural Development Division
AGRESS	Agricultural Gender Roles Extension Support Services
CBSF	Community Based Service Facility
CDF	Community Development Facilitator
COSPE	Co-operation for the Development of Emerging Countries
EPA	Extension Planning Areas
FAO	United Nations Food and Agriculture Organization
FMU	Farm Mechanization Unit
MASIP	Malawi Agricultural Sector Investment Programme
MASAF	Malawi Social Action Fund
MAIFS	Ministry of Agriculture, Irrigation and Food Security
MEDI	Malawi Entrepreneurship Development Institute
MPRSP	Malawi Poverty Reduction Strategy Programme
NG	Nutrition Group
PRA	Participatory Rural Appraisal
PTF	Production and Training Facility
RDP	Rural Development Division
TVO	Traditional Village Organizations
SATECH	Salima Technology Project
SHO	Self Help Organisation
SIDO	Small Industries Development Organisation
SL/ADD	Salima Agriculture Development Division
SG	Smallholders Group
UNAIDS	United Nations body co-coordinating the fight against AIDS
UNIDO	United Nations Industrial Development Organization
WED	Women Entrepreneurship Development Organisation
WFP	World Food Programme

## 1. INTRODUCTION

For about two and half years since mid 2005, the United Nations Industrial Development Organization UNIDO in collaboration with the Ministry of Agriculture in Malawi are implementing the Salima Technical Project on Empowering Poor Rural Communities with labor – saving technologies for increased labor productivity, food production and income generation (generally know as SATECH Project).

The project was preceded by a rapid rural appraisal conducted by UNIDO and the Ministry in 2003 to assist 17 villages, in Salima District which are bonded by food insecurity, limited business/technological knowledge and greater reliance of rain – fed agricultures. These are compounded by disease pandemics in the area including malnutrition, related ailments, HIV/AIDS, malaria and other diseases that are associated with poor sanitation and hygiene. The project which was originally planned to end in February 2008 has now been extended to June 2008.

The project goal is to develop and improve access to labor-saving technologies and practices in targeted areas by promoting an effective participation of the beneficiaries, technical skills upgrading, technology transfer and development of the traditional micro and home-based food processing enterprises for income generation.

The current report is based on work contracted to SIDO under UNIDO contract No 16001524 through which the consultant made capacity building needs assessment and conducted a training o entrepreneurship and food preservation to members of 17 villages under the project in Salima Central District of Malawi.



*Pius Wenga in one of the sessions*

## 2. TERMS OF REFERENCE

Detailed terms of reference for the assignment are attached as **Annex A**, and complimented by contractors' proposal **Annex B**.

An outline of the Terms of Reference is as follows:

- Conduct a rapid assessment in order to provide focused to the target groups;
- Prepare a business training course (entrepreneurship and technology skills training);
- Identify training equipment and materials;
- Prepare training materials/guide in a form of hard and soft copy;
- Conduct training in collaboration with SATECH for the beneficiaries of the project;
- Prepare training report;
- Make recommendations for follow-up activities.

## 3. METHODOLOGY

In executing the assignment under the aforementioned terms of reference various procedures and techniques were used in reaching the outputs envisaged:

- A rapid needs assessment was carried out at the project site in Salima guided by a structured open ended questionnaire. This was supplemented with personal interviews and discussions with the target group/stakeholders.
- Desk research was conducted to gather secondary data from project reports and other literature found necessary.
- Collected information was collated and qualitatively analyzed to give the preliminary assessment report.
- Facts drawn in the field and using information with and SIDO experience in the area, training materials and a programme were developed.
- During training a combination of methods were employed that included:
  - o Role play
  - o Discussions
  - o Question/answers
  - o Group work exercises
  - o Demonstrations / practical
  - o Video shows

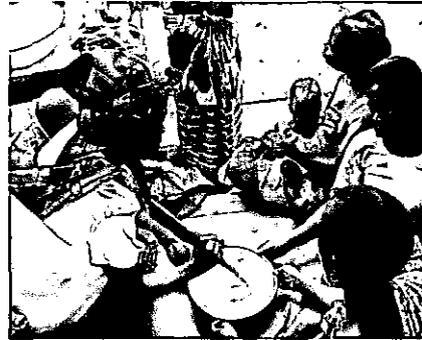
Facilitators guided the sessions illustrated by power point presentations.

Training methods used were quite interactive and involved all participants, this can be said to have made the learning easy, despite the fact that, presentations were delivered in English and translated into Chichewa for the benefit of the participants, as most could not understand English.

#### 4. PERFORMED ACTIVITIES



*Crating cassava for flour*



*Preparing cassava/ wheat batter for cake making*

##### 4.1 Preliminary Survey

A preliminary assessment report was prepared and submitted early January 2008. The report highlighted the Salima Project situation and made recommendation on the follow-up activities on the contractor's assignment. The study indicated the training needs for the target beneficiaries of the project. Among other items, the study revealed the following:

Salima population livelihood is depended on agriculture just like the rest of the country is. Most of the people are poor, there are limited economic activities for income generation, and there is an apparent high level of unemployment that can be judged by many youths found on jobless gatherings during working hours.

The SATECH Project has been focused on promotion of agro-food production and agro-processing through introduction of user friendly technologies that would improve the living standards of the people of Salima through improved production, nutrition and income generation to meet subsistence and other development needs. Part of the preliminary assessment report is presented as **Annex C**.

Through this preliminary assessment it was recommended that to create employment and income generation projects, focus should be on provision of post-harvest technologies that are aimed at prevention and value addition of the common local foods which include maize, millets, cassava, sweet potatoes, soy beans, groundnuts and vegetables such as tomatoes okra and fruits such as papaya, mangoes and avocado and onerous

The SATECH Project already introduced baking as one of option for income generation among the beneficiary villages. The assessment has further recommended that training be given on entrepreneurship skills to help to unlock the mind set of the people of Salima towards business to utilize the local raw resources available. In addition technological skills are given for processing of compounded cereals for improving nutrition in the area and enhancing the utilization of cassava as one of important crops in the area.

#### **4.2 Preparation of List of Equipment and Materials needed**

As part of the preliminary assessment a list of equipment needed for training in entrepreneurship and processing of cassava based products was prepared and submitted as part of the preliminary report **Annex C, Appendix 2.**

#### **4.3 Training modules development**

To be able to address needs of the target group as revealed by the assessment following modules were developed and compiled as a training guide for the training conducted. These are:

- (i) **Principles of Food Processing**  
To enlighten participants on the underlying factors that determines the technologies and methods of processing and preservation.
- (ii) **Entrepreneurship skills**  
This was aimed at imparting business attributes and aid in unlocking the mindsets towards self employment and income generating activities.
- (iii) **Gender and Enterprise**  
To make it clear that there are equal opportunities for female and male to do business, but also collaboration efforts are important.
- (iv) **Costing and pricing**  
It is important for owners of enterprises to know how to price the goods and services they provide, so that they can have right placement of their product in the market.
- (v) **Basics of Marketing**  
To introduce participants on ways to tackle the market for what they would wish to sell.

- (vi) **Effective meetings**  
Groups normally have problems of organization and governance, especially on management of group meetings to arrive at proper decisions. This module was prepared to bridge that gap.
- (vii) **Food Safety and Quality**  
Food handlers/enterprises have the obligation to ensure that what they produce is safe for the consumers and meets with specifications to be competitive. Issues of hygiene, sanitation and safety and standards are pertinent for all food handlers/processors.
- (viii) **Cassava Processing**  
As mitigation of post-harvest losses and to extent the utilization of cassava, in this case use of cassava flour in baking and confectionery it was necessary to develop this module.
- (ix) **Cereal Based Nutritious Flour**  
Salima grows a number of cereals and grains such as soy beans, it was product to develop this module to add value to these grains, but also produce a nutritious product for meeting the nutritional problems apparent in the target group, but also for commerce.
- (x) **Packaging**  
All processed food requires good packaging for protection transportation and marketing. Packaging is a constraint for many SMEs in developing countries, Salima being no exception.
- (xi) **Customer Care**  
Nurturing and developing in any undertaking be it social or economic, good relationship and networking are essential to keep the partnership and to have it grow. In business maintaining of customers requires skills in dealing with them, thus the needs for a customer care module.
- (xii) **Preventing Abuses of Funds within a Self-Help Organization**  
Management of funds accruing in groups is sensitive affair. It needs diligence and commitment. This module was necessary to guide the participants. These modules were bound together into a training guide, which both hard electronic copies were submitted to UNIDO. Together with these modules Power Point presentations were prepared and used during the training.

#### 4.4 Training of Rural Farmers/Entrepreneurs

Six day training was conducted at Salima and it involved 37 participants drawn from 17 villages of the Salima District project areas. At least 2 participants came from each of the villages one from Maziko Orphans and 2 other participants were taken from the agriculture extension department of the district as counterparts to the facilitators to ensure continuity.

The training included the theoretical components and blended with practical on the making of high quality cassava flour, cereal based nutritious flour and use of cassava flour in baking operations.

Most of the days of the course were rainy, to some extent did affect the practical operations, especially where there was need to use the sun to dry grains and cassava gratings/chips. None the less, finally it was possible to carry through the practical envisaged to impart skills to the trainees.

The theoretical aspects involved presentations by the facilitators, discussions and role plays, group discussions/exercises which helped to effectively disseminate knowledge to the participations.

As a strategy to establish the gaps the trainees had on business and technology, the opening session was used to establish their gaps and expectations through group brain storming exercises. The groups establish the following areas that needed intervention

- Did not know how to prepare business plan
- How to bake using cassava flour
- How to make nutritious food from cereals and legumes
- Proper packaging
- How to process fruits and vegetables
- How to secure markets
- Keeping foods without spoilage
- How to conduct productive meetings



*Cleaning finger for nutritious flour*



*Drying soya bean for nutritious flour*

Based on these requirements the contractors decided to include the following modules in the training:

- Introduction to business plan
- Entrepreneurship skills
- Customer care
- Principles of food preservation
- Food safety and quality
- Costing and pricing
- Packaging
- Cash flow, profit and loss and break-even point
- Basics of market
- Production of high quality cassava flour
- Production of nutritious flour
- Bread, cake and biscuit making using cassava flour.

It is obvious that business planning and preservation of vegetables and fruits were not originally anticipated, the former was covered following the demand from the participants, but only at introductory level. Processing of vegetables and fruits could not be covered because of time constraint.

Aspects on meetings and prevention of conflicts in groups were sparingly covered. This aspect together with the business plan will need to be covered in more detail in future courses.

#### 4.5 Evaluation of Course

On daily basis course was evaluated, by participants expressing their opinion by saying that they were happy, satisfied or unhappy. On average 98% of the participants were happy with the training. On the last six day, a detailed evaluation is attached as seen in the training report however the overall participants' mood was very good for almost all the days as summarized in table below:

SN.	DATE	HAPPY	SATISFACTOR Y	UNHAPPY	TOTAL PARTICIPANTS
1.	28-01-2008	35	0	0	35
2.	29-01-2008	35	0	0	34
3.	30-01-2008	32	2	1	35
4.	31-01-2008	27	8	0	35
5.	01-02-2008	29	6	0	35
6.	Summary	31.6(90%)	3.4(10%)	0	35(100%)*

#### 4.6 Closing and Opening of Course

The course was inaugurated by the SATECH Coordinator Mr. Wells Kumwenda on Monday 28<sup>th</sup> January 2008. In his opening remarks he thanked UNIDO and the Government of Malawi for enabling the implementation of the SATECH Project which is geared at improving rural live hood in Salima. He also thanked the participants for turning out in numbers to come and learn new skills for enterprise development. He challenged them to be attentive and participate effectively. In addition, he expressed gratitude for the facilitators coming from Tanzania to share their knowledge and skills with the people of Salima. The opening was followed by introductions by all who were present including the participants.

Closing of the course was again done by Mr. Kumwenda who expressed his satisfaction for the work done, and hoped that the participants were going to utilize this knowledge for their own development, community and for the nation at large and, urging them to share the acquired knowledge with their colleagues in the village. He also hoped that another opportunity could be availed to address issues not covered which were as important for agro-business development in Salima.

He also cautioned that in future such courses costs will be contributed to by the participants. This is necessary to ensure that current project activities are sustainable. More details are given in the training report **Annex D**



*Certificate issuing at the completion of the course*

## 5. RECOMMENDATIONS FOR FOLLOW UP

The current intervention by the SIDO consultants has been successful and has managed to transfer or impact entrepreneurial business and technological skills to all seven villages involved in the project.

Participants to the project rated the course as good to very good. However there are a few areas that the project needs to address to ensure sustainability of the project.

- (i) To ensure that trainees' exploit the skills they have learned so far from the current and past interventions by consultancy a follow-up and advisory mechanism be built. This would best be achieved by having a group of trainers (agriculture and extension officers) get adequate training on entrepreneurship and food processing/storage – so that they can be the major counselors of the farmers/entrepreneurs. This training could be organized in Malawi or sponsor the selected trainee trainers to travel to Tanzania to attend a regular TOT that is conducted every year during the last half of the year. Parallel to this there is also need to conduct training in other aspects on food processing .As it was indicated in the assessment report the area is full of mangoes and other fruits and vegetables. It is recommended to process these products and add value for creation of income to the people and reduce food losses.
- (ii) Packaging materials and processing equipment are major constraints for SMEs, which is no exception for the SATECH Project beneficiaries. As they embark on processing they need good packaging materials and appropriate equipment to be able to produce quality and safe foods at their small level. For this the project should look on a way they could initiate this service through allocation of a capital seed fund that can be used to procure these items and sale them to the entrepreneurs out a cost recovery basics. This could allow the starters to develop and eventually they could find their way. The project can solicit for SIDO's experience to this matter that has helped a number of SMEs to be in business.
- (iii) There is need for further training for SHO groups and on food processing technologies for fruits and vegetables. Leaders from the 17 villages will also benefit a lot if they receive more training on these aspects so as to perform their day to day activities professionally.
- (iv) Saving and credit schemes be established at least one in each of the 17 villages

- (v) It is necessary to have review of group structure to allow individual members to have business enterprises and have the group provide services such as common facility to members including marketing, information seeking group training and other lobbying and advocacy issues.
- (vi) **Experience sharing**  
The project currently has a program for exchange of visits among farmers/business in Malawi. This needs to be strengthened and even allow groups to move outside the country to areas where they could see and learn from others in the business field.  
Indeed this could be encouraged further through the envisage UNIDO regional project that will also include Malawi

## 6. CONCLUSION

The SATECH Project in Salima that is empowering poor rural communities with labor saving technologies for increased labor productivity, food production and income generation, can benefit greatly the people of Salima if it encouraged value addition of local raw agricultural materials so as to minimize food losses and create income generating activities to this part of Malawi. Intervention done by different consultants in the project period should now be consolidated and strengthened. The project partners are therefore requested to seek funds so as to sustain the already put up foundation for at least two more years and create an exit strategy for the smooth transition of the project bearing in mind the recommendation made above.

November 2007

TOR for Collaboration/Sub-contracting Arrangements

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna International Centre P. O. Box 300, A-1400 Vienna, Austria Telephone: 26026 Fax: 26026-6842

Project Title:**Empowering poor rural communities with labour-saving technologies for increased labour productivity, food production and income generation****A. BACKGROUND / BRIEF DESCRIPTION OF THE PROJECT**

The majority of smallholders in Malawi still practice subsistence farming and rely on antiquated production methods and inappropriate technology. Low productivity and work capacity are exacerbated by the high prevalence of various infectious diseases such as malaria and HIV/AIDS and poor development of micro and small-scale rural enterprises that impairs cognitive development and performance.

The present project aims at contributing to foster human development in Malawi and addresses labour shortages arising in impoverished rural communities, especially in household and farming activities. The project will act as a catalyst to facilitate access to labour-saving technologies and practices in targeted areas by promoting an effective participation of the beneficiaries, technical skills upgrading, technology transfer and development of the traditional micro and home-based food processing enterprises for income generation. It will also develop the capacity of local service providers by strengthening the growth of existing artisan rural enterprises specialized in metalworking and woodworking to produce labour-saving equipment. The project will introduce and diffuse several low-cost technologies for higher labour and agricultural productivity. Special emphasis will be placed on increasing opportunities to help to prolong the active and productive life of people living with various infectious diseases and to reduce the burden of household tasks on other family members. In addition, the project will contribute to foster extension services with respect to technology diffusion with a gender perspective.

The project is expected to benefit areas where the viability of rural livelihoods is seriously threatened by the shortage of labour and farm power. This is the case of the Salima Agricultural Development Division, a rural region in central Malawi, which comprises an estimated population of 829,810 or about 165,962 farm families and where the disease rate exceeds 18%. Project interventions will concentrate on 17 severely affected rural communes as evidenced by the number of female-headed households and orphans.

The expected number of direct beneficiaries is estimated at 3,200 households for a total population of approximately 19,200 people, including 1,287 female-headed

## **Annex B 2**

households, 1,854 male headed-households and 1,144 orphans. Activities related to training for community development facilitators, local community technology promoters, self-employment skills for women and rural service providers will benefit approximately 400 people. The technology diffusion aspect of the project will benefit an estimated number of 5,000 smallholders and 1,250 women .

Through the training programmes foreseen by the project the target beneficiaries should be able to evaluate their personal entrepreneurial competences, plan their business activities effectively, generate and expand viable business ideas, analyze and assess the business environment to equip themselves with basic business strategies, carry out basic market research prior to and after their business establishment, manage working capital of the business effectively, determine suitable prices for their products and keep business records.

The project has women groups in the villages who have received a bakery training and are able to bake different types of bakery products such as bread, white and yellow buns, queens, cakes devons, cheresia buns, milk scones, samosa, doughnuts, cream making and dinner rolls.

### **B. SCOPE OF CONTRACTING SERVICES**

- 1) Conduct a rapid assessment in order to provide focused training to the designated target groups (as mentioned in A). This will be done in consultation with UNIDO, the Ministry of Agriculture, Irrigation and Food Security, and the Salima Technology Project (SATECH).
- 2) Based on the assessment results prepare a business training course and product development programme in the food sector in order to organize "production facilities" and Self-Help Groups (SHG) in the village and ensure that these trainings and production facilities are in place with the project partners and functioning.
- 3) Project Training course materials to be compiled and completed in the form of a manual (electronic and hard copy). to be developed and completed by the sub-contractor.
- 4) Conduct (in consultation with the UNIDO project staff, including the Project Manager, and the National Project Coordination (NPC)) training seminars with stakeholders/beneficiaries and SHG, using the production facilities for food processing.
- 5) Prepare an assessment on the training provided include with the data obtained through evaluation, profiling enterprises and trainers for the management of project impact.
- 6) Recommendations for follow up activities to be made to the local counterpart as part of an exit strategy.

<sup>1</sup> Based on the findings of a Preparatory Assistance mission conducted by UNIDO, the FMU and AGRESS in the Salima region in July 2003 to identify the rural communities' needs and required interventions using Rapid Rural Appraisal tools. **Annex B 3**

### **C. OVERALL REQUIRMENTS OF THE SUB-CONTRACTOR**

The organisation/subcontractor should have professionals with extensive experience in development cooperation (at least years), training methodology, training programmes, and training design for village based business development for women and youth (WE/YE), particularly in the area of capacity building, training and business development. It is preferred that relevant skills and business management for micro and small enterprises would be part of the subcontractor's programme experience in developing countries, especially in Southern and Eastern Africa. Excellent communication skills of their staff are needed in English to enable effective interaction with community organisations, NGO's and relevant UN agencies. Computer and presentation skills are essential, specifically in Microsoft Power Point.

### **D. GENERAL TIME SCHEDULE (approx. 4 weeks)**

Required Start/Completion: As soon as possible i.e. December 2007 . The services should be completed within 4 weeks of signing other contract.

Submission of reports in two parts, one assessment report by mid December 2007, and a final report on training and capacity building by the end of the contract period.

**E. PERSONNEL IN THE FIELD**

1. Two entrepreneurship development trainers with job requirements mentioned in item C) above, who should be able to closely work with counterpart staff (SATECH) and have complete insight in the training needs relating to project implementation targeting the village groups in Malawi.

2. Qualifications:

It is preferred that staff working on the project should have food technology skills, entrepreneurial and business management skills for micro and small enterprises in Southern and Eastern Africa. Very good communication with an open style for imparting training and organisational skills and project information. The Agency should be part of the development cooperation experiences in developing countries in Eastern and Southern Africa. Excellent training, interpersonal and communication skills are needed in English. Professional experience in food processing technologies is required.

**F. OUTPUTS**

1. Rapid assessment of training needs including Identification of equipment required and the training programme. conducted through village participatory workshops, with targeted communities and specific interest sub-groups and SHG identified by SATECH.
2. Training, tools materials, and methods in the form of a training Manual used for the training in English. Annex B 4
3. Agreed follow up plan with the target groups and partners as part of an exit strategy.

**G. EVALUATION CRITERIA**

1. Minimum of 10 years proven experience in development cooperation programmes, implementation and training design for business development training and income generation for women and youth (WE/YE).
2. Business management for micro and small enterprises especially in developing countries, in particular Southern and Eastern Africa, and market orientation of Entrepreneurial Development Programme (EDP) projects.
3. Training management in the field of entrepreneurial development. Excellent communication, motivational and negotiation skills (government and non-government entities).
4. Excellent interpersonal relations with communities, and representatives of local organisations. Well versed with UNIDO EDPs.
5. Very good computer and presentation skills.
6. Fluency in English.

**PRELIMINARY REPORT**



**PROPOSAL**

**FOR**

**ASSESSMENT AND TRAINING SERVICES RELATED TO THE  
DEVELOPMENT OF RURAL ENTREPRENEURSHIP IN SALIMA DISTRICT -  
MALAWI PROJECT NO: TF/MLW/05/A01**

Prepared by:

**SMALL INDUSTRIES DEVELOPMENT ORGANISATION (SIDO)**

Dar Es Salaam November, 2007

**Endorsed by:**  B. Mafwimbo  
Ag. SIDO Director General

## **0. INTRODUCTION**

This proposal is in response to a Request for Proposal no: 16001534/ML/GOc dated 21st November, 2007 from UNIDO.

Having gone through this document Small Industries Development Organization-SIDO has decided to respond to this request as it falls within the Institutions mandate and competence, having done similar assignments before. In this case therefore SIDO has the needed capacity and expertise to successfully completing the job.

This proposal is organized in the following parts:

- Organization's capability
- The understanding of the assignments-
- Approach and methodology to the assignment
- Time schedule and Reports
- Financial proposal

### **Validity of proposal**

This proposal is valid for 6 months from the date of submission

## **1. ORGANISATION CAPABILITY**

Small Industries Development Organisation (SIDO) is an independent parastatal, established by the Tanzania Act of Parliament No. 29 of 1973. Its main objective is to Coordinate, promote and provide core services to small industries in the country. The organization operates through its network of 21 regional offices established in all the regions of Mainland Tanzania. SIDO is implementing the SME Development Policy 2003 and the National Strategy for Growth and Reduction of Poverty (MKUKUTA) 2005.

SIDO is fully computerized organisation and communicate electronically to all its branches countrywide and to its partners worldwide. SIDO maintains a website under [www.sido.go.tz](http://www.sido.go.tz)

Other SIDOs' strengths include:

- New business oriented structure and systems
- Available basic resources for implementing the changes and relatively low cost structure.
- International linkages in training programmes like ILO Start/Improve Your business programme based in Harare Zimbabwe; CEFE International, based in Germany; ACCESS! For African Businesswomen in International Trade-ITC initiated programme .
- SIDO is largest and in many regions the only provider of business development services in the country.

- Pioneer in fund management in the sector and recently upgraded its lending *policy manuals, procedures and acquired new loan tracking software.*
- SIDO has an established market for its services
- High level of commitment and ownership among staff.
- A number of competent staff in financial and business development services including issues of Self Help Organizations, Group mobilization and formation, Rapid Assessment Training Needs, Exit Strategy preparations.
- Pioneer in small-scale industry' technology (development, search and transfer); industrial estates; agro-food processing; tie and dye and boutique technologies.
- For ten years, SIDO and the United Nations Industrial Development Organization UNIDO implemented jointly a very successful Women Entrepreneurship Development Programme, WED focusing on food processing.

To date, the WED programme has reached in excess of 5,800 entrepreneurs most of whom women and it is estimated that 50% of these are in business in rural and urban areas of Tanzania. Many entrepreneurs, who had no income, today have a turnover ranging from \$200 to \$10,000 per month.

-WED has four permanent staff among them two professionals and 170 trainers with extensive experience in handling national and international consultancy/consultants.

-In 2004 WED was instrumental in assisting the Government of Uganda through its Ministry responsible for Agriculture to introduce commercial food processing and preservation in five rural districts of Uganda. The assignments included also aspects on *household storage and preservation techniques and funded by the United Nations Food and Agriculture Organization (FAO)*

- Since 2006, WED is assisting the Malakal Vocational Training Centre in South Sudan to integrate women entrepreneurship development issues in its Youth Development programme .

- In Zimbabwe the Ministry of Gender and Women commissioned WED in 2007 to train women of that country on food processing .This one month consultancy work strengthened WED's experience in handling entrepreneurs of different grounds/cultures of Southern Africa.

-WED recently entered into contract with Bukavu Women Association (Democratic Republic of Congo) to assist in provision of consultancy services to women in the area.

-Since 2005 WED is a focal point in the implementation of a capacity building project for women entrepreneurs in /with export potential. The project has had positive results; training 150 entrepreneurs and 18 ACCESS! certified trainers. Using the same modules, WED managed to train another 186 entrepreneurs with assistance from a Danish funded program known as SME Competitiveness Facility in the Tanzania.

-WED with two other partners-Centre for Africa Women Economic Empowerment-CAWEE of Ethiopia and Uganda Women Entrepreneurs Association Ltd (UWEAL) are currently implementing a regional programme aiming at assisting women entrepreneurs enter the competitive international market

## **2. UNDERSTANDING OF THE ASSIGNMENTS**

### **2.1 Background**

Our understanding of the envisaged project that is to be implemented in Salima region, central Malawi has the goal to develop and improve livelihood of at least 3, 200 households in impoverished rural communities with about 19, 200.

The project will address the following specific outputs:

- Commercializing household level traditional processing and preservation techniques
- Developing of existing artisans and enterprises specialized on woodworking and labor saving equipment that can be supplied/sold to local communities
- Improve agricultural production through encouraging the use of efficient tools and equipment
- Empowering the target beneficiaries with entrepreneurial and business management skills, while recognizing the gender situation of the households/families and existing weakness on enterprises
- Developing local capacity of business and technology providers.

Given, the situation of the incidence of HIV/AIDS and other infectious diseases in the area, it will be logical to address issues of household food security and nutrition, hygiene and sanitation during project execution.

On basis of the background material given, the envisaged project if it is to succeed needs to employ a holistic approach that is integrating with programmes directed at improving hygiene and sanitation as well as nutrition and household food security. This could be possible through linkup with other development agencies and local government in the area. Moreover, it is envisaged that for ease of reaching the community and making rapid impact, creation and strengthening of self help groups or associations will be a characteristic of the implementation.

### **2.2 Scope of contracting services**

The scope of the assignment is clear; however we have the following observations:

Under item 2, is difficult to determine whether the production facilities will be at one, two or more centers based on the commodities to be processed, or there will be one for each group existing or to be formed. Therefore, it is envisaged that the answer for this should be made clear by the preliminary investigations by the sub-contractor, envisaged under scope 1.

The project refers to Self-Help Groups, SHG. However in the recommendation for expertise to develop these we see the need of including inputs of an expert on Self-Help Organization. This expert, will provide a much needed experience to facilitate mobilization, formation and development strategies for such producer groups, and therefore, in addition to the other two experts, provision for a SHO expert be considered.

SIDO should be happy to provide one, in addition to the other two on women/youth entrepreneurship and agro-food technologies.

The expected series of seminars for stakeholders will best be carried out by having a group of local experts/technicians trained as trainers and those will then train entrepreneurs and farmers and provide the much needed post training follow up and advisory services.

Time suggested to carrying out this assignment; requires strict management of time for both contractor and local counterpart to ensure that the assignments is completed within planned time .Failure to observe this by either party possibility of overrun are indicated , we will therefore anticipate adequate preparation in the field prior to the consultant's mission .And we also envisage local counterpart's taking up a role in the training exercise especially in areas for which they have competence. This should be agreed during the rapid assessment period.

We are, of the opinion that the initial assignment be done by December 2007, but Trainings be conduct early next year. However due to the required terms we have planned it in such a way that activities are carried out in December and report writing/submission early January.

### **3. APPROACH AND METHODOLOGY**

For this assignment SIDO will appoint relevant experts on WED/YED, food technology and on self help organizations and group formalization. These will work both in the project in Malawi and at home office in Dar Es Salaam-Tanzania. Backstopping will be provided by the various business and management experts within the organization.

#### **Implementation framework**

The framework is expected to be as follows:

- Using a well structured questionnaire conduct a rapid assessment at the project area and meeting relevant authorities in Malawi to get first hand information. This will be conducted immediately the contract is operational.
- This will be followed by a review of the collected information/data, coupled with desk research; a training programme will be drafted and submitted for review by UNIDO and implementing partners in Malawi, i.e. the Ministry of Agriculture, Irrigation and Food and Salima Technology Project.
- Once the programme is approved, training materials and manuals will be prepared at the home office. This would include pre training preparations to be made in the field before commencing of the training itself. Items such as identifying trainees and needed support facilities would be among issues of preparation.
- We see the need of having the training for trainers and that of the communities targeted.
- Post training activities will include; follow up services for advisory and counseling of beneficiaries to be conducted by trainers trained.
- As part of this assignment we look forward to fully discuss future aspects of the project with the Ministry, SATECH, UNIDO and other partners in Malawi. After which a

program for follow up activities will be delineated as part of the exit strategy developed/to be modified during project execution.

### **Project team**

The following will be the key personnel responsible for implementing this project; however they will obtain constant support services from the organization head office. We also expect for purposes of transfer of knowledge and capabilities to the beneficiaries; essential for sustaining this programme beyond its period counterpart experts to work together with the team.

#### **1. Happiness Mchomvu -Women and Youth Entrepreneurship Expert who will be the team leader:**

Holder of master's degree in processing engineering, post graduate studies in industrial development; a diploma on gender, poverty and employment. Has 21 years of work experience, 15 of which on women in development and gender related issues. For 10 years managed a very successful training programme implemented jointly by United Nations Industrial Development Organization (UNIDO) and Small Industries Développement Organization (SIDO). This program is still dealing with the promotion of women food processors with the goal to alleviate poverty through food processing and is now known as the Women Entrepreneurship Development program-WED. This program was integrated into SIDO using an exit strategy for which she was fully involved. She has extensive knowledge and experience in training, having conducted training of trainers on food processing and entrepreneurship development with following results; 172 trainers in Tanzania, 19 in Sudan and 55 in Zimbabwe. Coordinated, training of 5,800 entrepreneurs on food processing and entrepreneurship development skills, in the whole of Tanzania mainland and Isle. Trained, 150 entrepreneurs on international trade requirements and 28 entrepreneurs on bankable business plan- using the World Bank manual and several other training methods.

#### **2. Mr Linus Gedi- Food Processing and Preservation Expert**

Has vast experience in the Agro- industry particularly in post harvest food technologies. He started as a tutor in the field in 1976 at Ilonga Agriculture Training Institute, which he headed in 1980-81 before turning into a consultant in 1982. As a consultant for the past 24 years, he carried out various assignments ranging from planning of primary production of crops, handling, storage, processing and marketing. He has completed appraisal and evaluations studies, covering commodities such as cotton, cashew and sisal, oil seeds, food grains, fruits and vegetables, beverages, fishery, dairy and meat products. Since 1996 he is working as a national expert on food technology, assisting in training/advisory of entrepreneurs (SMEs) mainly women in food processing and on food safety and quality management (including HACCP). This job involves helping trainees to set-up own enterprises and on achieving quality production under a cleaner environment. Mr Gedi is also a chairman of the CODEX -Tanzania Committee.

#### **3. Mr Pius Wenga –SHO and Group mobilization expert**

Over ten years experience in strengthening of self-help organizations in the informal economy. He has carried out consultancy and applied research assignments related to the promotion and development of SMEs especially in Business Development Services, Financial Services and organizational skills development. Has extensive knowledge in programme/project designing, planning and implementation, strategic planning using participatory and objective oriented techniques.

He has also experience in designing, developing and conducting training programs and developing training manuals in entrepreneurship and business skills mainly for SMEs. His capability also lies on moderation and facilitation of workshops

#### 4. TIME SCHEDULE AND REPORTS

SIDO will execute this assignment in a span of one month starting from the day the contract becomes operational employing a total of 2.5man months .However one week will be needed for the submission of the final report .

Activity	Where	Time	Responsible
Rapid/Needs Assessments and submission of draft report	Field	1 <sup>st</sup> week	H. Mchomvu
Development of Training modules and submission of the same and final assessment report	Home	2	All 3 experts
Training	Field	3&4	All 3
Submission of Final report	Home	5	H.Mchomvu

There will be following reports:

- Training needs assessment
- Training modules
- Overall work report including that on the training

## 5. FINANCIAL REQUIREMENTS

### PART 1

#### 1. PROFESSIONAL SERVICES TOTAL COST

##### A. Project Area

Name	Position Title	Work – Months	Costs / Work – Month	US \$
H.M.	WED/YED	0.25	6500	1625
L.G.	Agro-Food Sp.	0.15	5200	780
P.W	SHO Expert	0.1	5200	520
<b>Total project Area</b>				<b>2925</b>

##### B. Home Office

Name	Position Title	Work – Months	Costs / Work – Month	
H.M.	WED/YED	0.05	6500	325
L.G.	AFS	0.1	5200	520
P.W	SHO	0.05	5200	260
<b>Total Home Office</b>				<b>1105</b>

#### 2. SUBSISTENCE

- a) **Project Area**  
 22 work/days at US\$ 150 per day **3,300**
- b) **Other (specify)**  
 ..... work/days at US\$ ..... per day
- TOTAL SUBSISTENCE 3,300**

#### 3. TRAVEL AND TRANSPORTATION (Specify in PART IIB)

H.M 2 Return air tickets @540	\$1080
Linus Gedi 1	540
Pius Wenga 1	540
<b>TOTAL</b>	<b>2,160</b>

**Local travel to be provided locally**

#### 4. REPORTS 500

#### 5. GRAND TOTAL ITEMS 1-4 CONTRACT PRICE: \$9,990

#### 6. TERMS OF PAYMENT/CONTRACT

We agree with terms of payments specified in the contract model and its contents

## 7 TAX IDENTIFICATION NUMBER(TIN) AND LIABILITY

The SIDO pays tax through and has a Tax Identification Number (TIN): 100-856-808  
The organization has no Tax liability

### Attachments:

- 1.Appendix 1: SIDO-Financial statements and Audited Accounts(submitted separately )
- 2.appendix 2: SIDO's Act (submitted separately )
- 3.Appendix 3: SIDO's Organisation structure (submitted separately )
- 3.Appendix 4: CVs for Ms Happiness Mchomvu, Mr.Linus Gedi and Mr.Pius Wenga (submitted separately )

Appendix 1

### INVITEE'S FINANCIAL STATEMENT

1. Name and other information:

- A. Name of invitee SMALL INDUSTRIES DEVELOPMENT ORGANIZATION
- B. Address of head office MFAUME ROAD UPANGA BOX 2476 DAR ES SALAAM Fax No.255222151383
- C. Date established and/or registered 1973
- D. Paid-up capital \_\_\_\_\_
- E. Latest balance sheet (as of) 30.06.2006  
 (1)Fixed Assets 8,565,262,000/=  
 (2)Current Assets 5,050,597,000/=  
 (3)Long Term Liabilities -  
 (4)Current Liabilities 1,002,254,000/=  
 (5)Net Worth 12,613,605,000/=
- F. Name of principal officer: (optional) CYPRIAN J. MANYAHI –ACCOUNTANT
- G. Name and address of the invitee's representative in the country of the project (if any) \_\_\_\_\_

2. Yearly Total Volume of Business for the Last three years

Year	DOMESTIC TZS '000'	EXPORT TZS '000'	TOTAL TZS '000'
2004/2005	4,260,348	-	4,260,348
2005/2006	4,490,101	-	4,490,101
2006/2007	6,576,954	-	6,576,954

3. The Services Previously Provided in the last three years, if any

Name of Services	2004/2005 TZS '000'	2005/2006 TZS '000'	2006/2007 TZS '000'
Value	Training 109,545	Training 140,137	Training 213,002
Value	Credit 600,905	Credit 562,227	Credit 858,857
Value	Rental/Sales 432,966	Rental/Sales 481,725	Rental/Sales 702,150

Note: The Year 2006/2007 Accounts - not yet audited.

4. Name and address of the invitee's bank:

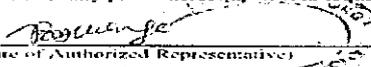
Account Name: **Women Entrepreneurship Development-WED**  
Account Number: **02J1005071300**  
Bank Name: **CRDB Bank-Vijana Branch P.O Box 268 Dar Es Salaam Tanzania**  
Swift Code: **CORUTZTZ**  
Corresponding Bank For CRDB: **Citibank - New York- Swift Code; Citius33 Account 36072436**

5. Consortium or group to which invitee belongs, if any:  
**CONFEDARATION OF TANZANIA INDUSTRIES- CTI,TANZANIA  
CHAMBERS OF COMMERCE AND INDUSTRY -TCCIA**
6. Other information (chronology and business line, organization structure, etc.):  
see attachment

Appendix 4

We hereby certify to the best of our knowledge that the foregoing statements are true and correct and all available information and data have been provided herein, and that we agree to show you documentary proof thereof upon your request.

25-Nov-2007  
(Date)

  
(Signature of Authorized Representative)

**PIUS WENGA**  
(Printed Name of Authorized Representative)

**DIRECTOR OF TRAINING & SELECTION SERVICES**  
(Position of Authorized Representative)

Tel. 255-222-150299 Fax 255-222-151388  
(Telephone No. and Fax No.)

Appendix 3

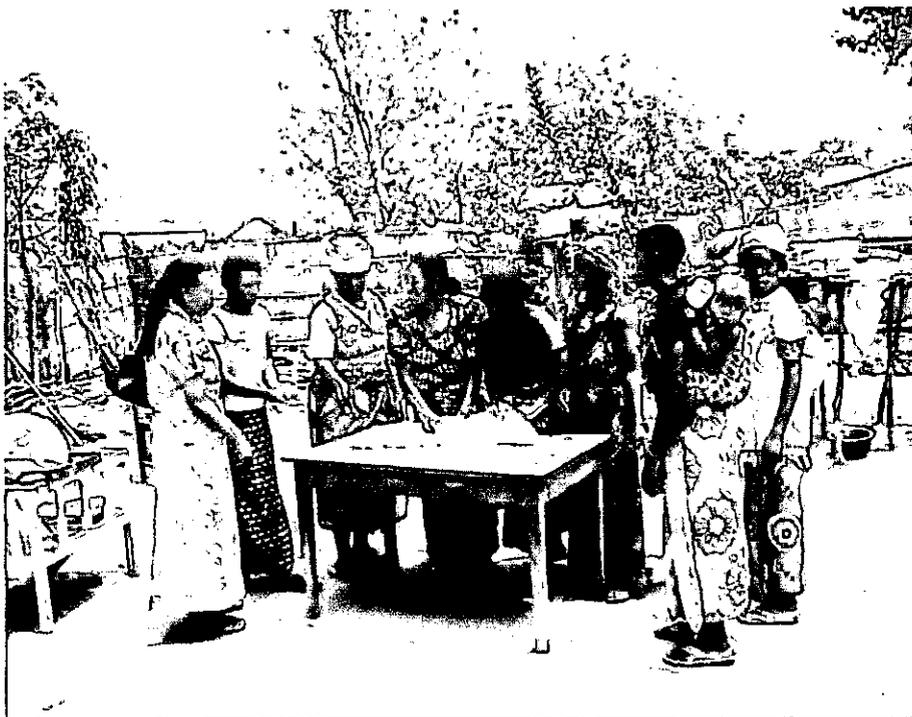
**SIDO ORGANISATION STRUCTURE (submitted separately)**

Appendix 4

**CURRICULUM VITAE FOR 3 KEY PERSONELL (submitted separately)**

**Happiness Abduel Mchomvu; Linus Gedi and Pius Wenga**

**EMPOWERING POOR RURAL COMMUNITIES WITH LABOUR-  
SAVING TECHNOLOGIES FOR INCREASED LABOUR PRODUCTIVITY,  
FOOD PRODUCTION AND INCOME GENERATION**



REPORT PREPARED FOR THE UNIDO – SALIMA TECHNICAL PROJECT IN  
SALIMA RURAL DEVELOPMENT DIVISION PROJECT NUMBER  
TF/MLW/05/A01

Prepared by:

**SMALL INDUSTRIES DEVELOPMENT ORGANISATION SIDO**

Dar Es Salaam December, 2007

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## ABBREVIATIONS

ADD	Agricultural Development Division
AGRESS	Agricultural Gender Roles Extension Support Services
CBSF	Community Based Service Facility
CDF	Community Development Facilitator
COSPE	Co-operation for the Development of Emerging Countries
EPA	Extension Planning Areas
FAO	United Nations Food and Agriculture Organization
FMU	Farm Mechanization Unit
MASIP	Malawi Agricultural Sector Investment Programme
MASAF	Malawi Social Action Fund
MAIFS	Ministry of Agriculture, Irrigation and Food Security
MEDI	Malawi Entrepreneurship Development Institute
MPRSP	Malawi Poverty Reduction Strategy Programme
NG	Nutrition Group
PRA	Participatory Rural Appraisal
PTF	Production and Training Facility
RDP	Rural Development Division
TVO	Traditional Village Organizations
SATECH	Salima Technology Project
SL/ADD	Salima Agriculture Development Division
SG	Smallholders Group
UNAIDS	United Nations body co-coordinating the fight against AIDS
UNIDO	United Nations Industrial Development Organization
WFP	World Food Programme

## 1. INTRODUCTION

The United Nations Industrial Development Organisation (UNIDO) is currently implementing in Salima-Malawi the Salima Technology Project (SATECH) to empower poor rural communities with labour-savings technologies for increased labour productivity, food production and income generation in the district of Salima. This project is a result of the a rapid rural appraisal undertaken in July,2003 by UNIDO ,and Ministry of Agriculture to assist 17 severely affected communities evidenced by the number of female headed households and orphans. These are communities within Salima District Agriculture Division (SRDP) which is in the central part of Malawi .Project activity implementation started in July, 2005 and was to wind-up in February, 2008 but has been extended up to June

The aim of the project is to develop and improve livelihood of at least 3, 200 households in impoverished rural communities with about 19, 200 people

The project will address the following specific outputs:

- Commercializing household level traditional processing and preservation techniques
- Developing of existing artisans and enterprises specialized on woodworking and labour saving equipment that can be supplied/sold to local communities
- Improve agricultural production through encouraging the use of efficient tools and equipment
- Empowering the target beneficiaries with entrepreneurial and business management skills, while recognizing the gender situation of the households/families and existing weakness on enterprises
- Developing local capacity of business and technology providers.

Most of the smallholders, particularly women, are illiterate and have less education than men .Moreover because of household chores and AIDS/HIV prevalence which leave the obligation of taking care of orphans to women this makes rural women to have more risk of not being able to produce enough food and lack income, assets, skills and technology to improve their productivity. It is, therefore, pertinent to address issues of household food security and nutrition, hygiene and sanitation as well as entrepreneurship during this time of project execution.

This report is based on a preliminary mission of the contractor to the project sight in Salima to make rapid assessments of the project needs in terms of capacity building of targeted groups and hence develop focused areas of interventions

### *Mission's Objectives*

To make rapid assessment of training needs of the communities targeted in the Salima project; identify products of focus for value addition and thereby develop strategy or programme identifying the equipment and tools needed and time needed for the training, through consultations with project management, UNIDO and other complementing stakeholders.

## 2. METHODOLOGY

In undertaking this assignment the following methodology was applied:

- (1) Review of project documents availed by UNIDO at home office.
- (2) Using a questionnaire (**see Annex I**) conduct a rapid assessment at the project area and meeting relevant authorities in Malawi to get first hand information.
- (3) Reviewing of the collected information/data, coupled with desk research and draft a training programme and submit for review by UNIDO and implementing partners in Malawi, i.e. the Ministry of Agriculture, Irrigation and Food and Salima Technology Project.

## 3. THE CURRENT SITUATION IN SALIMA

An estimated 65% of Malawi's about 10 million people population is living in poverty, a situation in which households do not have enough to meet their basic requirements for food and other necessities. The incidence of poverty is higher in rural areas (66.5%) than in urban areas (54.9%). Also, a higher proportion of female-headed households are in poverty compared to male-headed households<sup>1</sup>. The widespread incidence of poverty and lack of alternative income generating activities beyond subsistence agriculture; result in many poor people relying on natural resources for their livelihoods. The heavy dependence on exploitation of the limited natural resources (land, forests and water) is contributing to the depletion and degradation of the country's resources and environment.

Malawi is one of the countries severely hit by the HIV/AIDS epidemic that is exacting a high human and economic cost for the country (infection rate about 14.9%). The HIV/AIDS epidemic as well as various other infectious diseases such as worms and malaria continues to ravage the farming communities, particularly among the most productive young and middle-aged population (15-49 years). As a consequence, the families face declining productivity undermining the agricultural systems and the nutritional situation and food security of the country. Furthermore, this situation creates horrendous social problems with an additional 40,000 children orphaned each year.

Malawi national food balance has generally been in deficit over the years. The household food economy analyses suggest that there are major gaps and deficiencies in physical, social and economic access to sufficient, safe and nutritious food by the majority of the population. In fact, about 30% of the rural populations live below the calorie requirements. Recent figures indicate 40 to 50% of Malawians as food-insecure

Agriculture extension services are increasingly becoming less widely available to the majority of the smallholder farmers due to increasing attrition rates from extension agents related to various infectious diseases. The majority of rural women are regarded as "the hard to reach" by extension staff because they either attend training meetings late or do not attend at all, due to heavy household and farm work loads. This increases the rural women's risk of not being able to produce enough for food and income. The majorities of households that frequently run out of food are female headed households fewer household assets and lack the skills and technology to improve their productivity.

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<sup>1</sup> From Project Document of SATECH project.

The level of unemployment is high there are many jobless gatherings in the township. Development of economic activities is essential to engage the large number of youth who have nothing to do and, particularly women who by tradition do not participate in mechanical, fishing other works and therefore the most jobless.

The training reports collected from UNIDO and at project site indicate that the Malawi Entrepreneurs Development Institute (MEDI) conducted a series of two to 5 day trainings in different field as follows:

- i) Entrepreneurship and business management trainings to 74 people (34 women with bakery technical skills, 13 tinsmiths, 4 carpenters, one general dealer, and two farmers) the objective of this training was to institute entrepreneurial spirit so as to properly and profitably operate businesses.
- ii) A total of 20 Agriculture Extension and development workers from the project areas, also attended a week long entrepreneurship, and business management training. The objective of this training was to understand what it means to operate a business properly that they should constitute a grass root and sustainable professional monitoring mechanism of activities of the groups.
- iii) A total of 34 women from 17 villages (two from each village) underwent one week long technical bakery training. The objective was to enable the trained women to train others back in their respective villages how to operate bakery enterprises and generate income by baking different products for sell.
- iv) Again 34 women underwent a two day introduction to business management training to open up women to the business world and also open up their mindset to business opportunities
- v) 171 women from the bakery groups also were trained on local credit and saving schemes, the training offered by MEDI in November 2007

Apart from tourism industry, the town is limited with productive economic activities; there is general trading and very little processing limited to juice by one Cooperative assisted by FAO/Japan in 2005. Infant mortality is very high at 132 per thousand, although better than the 163 recorded in 1982. The primary cause of these dismal figures is poor nutrition, lack of access to clean water and the rising numbers of persons infected with various infectious diseases. The poor state of health of the population has had a direct impact on the productivity of the work force.

#### **4. OPPORTUNITIES IN SALIMA**

Salima is a tourist township at the shores of Lake Malawi and provides a source for fishery activities which are mainly done by men. However, fisheries and tourism have limited contribution to the livelihoods of the people of Salima, except for very few people close to the lake.

The area has good agricultural land with moderate rainfall; agriculture is potentially the lifeline for most Salima people. Various vegetables are grown such as tomatoes, okra,

and fruits such as mangoes, guava and watermelons. The main staples are maize, rice, soya and millets. Livestock are also important.

As pointed out earlier, there is poor extension services and general lack of credit, poor application of production technologies, unavailability of inputs and dependence on rainfall contribute to the dismal performance of agriculture.

In general there is need for concerted efforts to tap the local agricultural resources of Salima by introducing better technology in agriculture production inputs supply and advisory services. The tourist hotels and the SADC army training camp found in the area, so as employed people in different government offices are a potential market for processed food

#### **4.1 Salient features on entrepreneurship and food processing in Salima**

Malawi is categorized as a low-income food-deficit country. Its national food balance has generally been in deficit over the past 10 years. Salima has some of the most fertile land in the region, but population growth is a problem, as almost all suitable arable land is under cultivation.

Almost 70% of agricultural produce comes from smallholder farmers representing .The food crops grown by these farmers are maize, rice, cassava, potatoes, beans, groundnuts and sorghum. Cash crops such as paprika, tobacco, macadamia, sugar-cane, coffee and tea are also cultivated in limited quantities. The crops' yields are however low because, among other reasons, critical operations such as soil preparation, planting and weeding are done late and inefficiently. The household food economy analyses suggest that there are major gaps and deficiencies in physical, social and economic access to sufficient, safe and nutritious food by the majority of the population. In fact, about 30% of the rural population lives below the calorie requirements.

##### **i) Market opportunities**

A visit to groceries, hotels and produce market in town revealed that 90% of the majority processed food products sold in shops are coming from outside Salima and Mainly originating from outside the country . The majority is imported from South Africa, Dubai, and neighboring countries such as Zimbabwe, Kenya, Tanzania and Zambia. Food products present in shelves of Salima groceries included tomato paste, ketchup, nutritious flour, peanut butter, juices, jam, cooking oils and fats and, chili sauce. Bakery goods are mainly from Lilongwe. Bakery products made by trained women were not found in shops.

On the other hand, at the fresh produce market green leafy vegetables, mangoes, chilies, okra, tomatoes, onions, eggplants, guavas, lemons, were seen.

The presences of these products in the shops reflect on the kind of market available. However, the time spend in the field was definitely inadequate for doing an adequate market analysis. Not with standing growth of activities in the town, and the apparent up-coming of new hotels and restaurants in Salima point towards market opportunities for both fresh and processed products, provided they are safe and of good quality and competitively priced against the imported ones.

The groups of women visited who make confectionaries indicated need to diversify so as to use available resources including soya, maize, cassava, groundnuts and fruits and vegetables which after UNIDO intervention in Horticulture its yield has increased. The Sanga group indicated that they have a-lot of groundnuts which they would have liked to extract oil from them. Definitely making of peanut butter and oil could have increased nutritional value of the children/families as most of these groups make sconces which is also taken in the morning during breakfast .(See Appendix I for places visited)

## ii) Observed Weaknesses

It is indisputable that there is low entrepreneurial development among the targeted communities; this is partly due to the lack of knowledge and skills on enterprise development and on the opportunities that surround the area. The poverty and the diseases pandemic seem to have affected the communities' social stability and household food security because of loss of labour and the burden of caring for the sick and orphans.

Therefore, there is need for capacity building of these communities to realize the opportunities around and commercialize activities based on local resources.

Clear needs for capacity building are on:-

- entrepreneurship and business management
- post – harvest technologies for the local produce for food security and income generation
- operation of self help organisations

The targeted are organized in villages, and therefore intervention will, aim at training a seed group of representatives who will be responsible for the dissemination of the knowledge to groups in the villages on sustainable basis.

## 4.2. Training on Entrepreneurship and Food Processing

It is proposed that a 5 days training on food processing and entrepreneurship be conducted using consultants and a few locals

### i) Topics

The sessions to be carried out in a participatory approach-learning by doing will include the following :

- entrepreneurial skills
- basics of marketing
- costing and pricing
- gender and enterprise
- customer care
- food hygiene, safety and quality
- processing cassava – flour, chips and other bakery products
- processing of nutritious flour
- packaging
- basics on operation of self help organizations

### ii) Needed Equipment –see appendix 2 for estimated costs

- cassava chipper
- cassava grater
- cassava press
- hammer mill
- huller
- weighing scale – 0-25kg, 0-1 kg
- winnowers
- drying racks/or solar drier or mechanical drier

- flour sieves
- poly bags for chips and flour /garii
- paper and polythene bags for nutritious flour
- set of knives
- frying or toasting pans
- corking pots
- cooking stoves
- baking facilities (existing)

### **iii) Participants**

Participants for this course should be mainly women, 36 maximum; two representative from each of the 17 village groups (one from the bakery group and the other who will be responsible to introduce the nutritious flour). Both should be selected from best performing entrepreneurs who could go back and train others and if possible leaders. The two extra participants will be from Community Development Offices at the Salima District) who will be ready to share the knowledge with others and assist the project whenever required. Further more the participants:

- Should be able to read and write preferably in Chichewa or English as need be
- Should be able to do simple arithmetic
- Should show interest of doing business after training
- Should be able to contribute in kind towards the training, according to local conditions participants are paid at least 10 Malawi Kwacha per day for living within the training place.
- Should originate from the 17 village groups
- The group or individual should have premises that can be used for food processing
- Women should at least be two thirds of the class.

### **iv) Training Materials**

Manual for the course will be prepared by consultants in English and sent to UNIDO for translation into Chichewa and later copies made for distribution to participants. The translation can also be done after adaptation.

## **5. OTHER CONSIDERATIONS**

Although the consultants would have liked to carry out the training as soon as possible but required materials preparations and also end of year holidays are limiting this. It is thus agreed with the project staff in the field to carry out the training from 14 to 18 January 2008

It is thus recommended to the Ministry of Agriculture, UNIDO and development partners to look for ways of making sure the above mentioned products with potential to change lives of many through income generation and save the country from food losses, income generation and employment generation are emphasized.

It was also agreed that SHO training be done also to other target groups (leaders) since for the coming training participants have slightly different setting. SHO will benefit more participants with charismatic, able to comprehend issues as leaders or rather village leaders while the training for entrepreneurship/food processing is expected to draw business minded/entrepreneurial spirit people. However it is important that even the present group is given basic tools that are necessary

for the groups/villages to excel in business or even in the way to manage their economic productive activities. At a later date more time needs to be devoted to SHOs. It is for this reason we recommend to UNIDO to look for other opportunities to conduct other leadership courses for best empowerment of the village groups.

## Appendix I

### VISITED GROUPS/PLACES

#### 1. **MIKUTE VILLAGE:** Tianje Bakery Group

A 10 women group with elected chair person, vice chair, treasurer and secretary. The youngest in the group is 17 and oldest is about 55. 3 members were trained in March 2007 by MEDI and imparted the technical skills on baking to the rest but could not take off well until a 18,000K worth materials loan were given to them in November. The capital has increased to 21,000 and some of the raw materials are not fully utilized but were reluctant to pay back the loan due end of this month for 3 installments because they feel they are not yet ready. Advised them to repay as soon as possible so that they are able to get another loan and get trusted. They agreed to do so after a length discussion.

The group members also highlighted that they experienced competition from substitute products like cassava and potatoes during specific times of the year. This affects demand for confectionaries. Another complaint was on competition from tea rooms which undertake their own baking and do not buy from them. We advised them to integrate by starting operating tea rooms which would use some of the products.

As to what other things activities the group could undertake, there is abundance of mangoes which are wasted through roasting and other environment facts and rot even children and animals are not interested of. The UNIDO intervention of giving groups ox carts and drilling water has trickled down to increase of farm harvest. The area is full of maize, tomatoes cultivate also soya groundnuts and rice. There is thus potential to do food processing. The other groups doing horticulture.

#### 2. **SANGA Groups** (2 groups)

The two groups operating together, but with different leadership seem to have more orphans than the previous and is poorer, however if you compare with the first is more entrepreneurial. The group though given the loan at the same time with the first but has made 23,000 to-date and is not even thinking of not paying back the loan and when asked why don't they pay immediately they said that is not that what was in the agreement, they are reinvesting back the capital and will pay at the required timeframe. They complained on the size of trays which is not consistent in quality production of sconces. Also on the few number of trays given although they have gone to a point of ordering extra ones which were still being manufactured. In order to serve customers better and to do vertical integration, the group has opened a tea restaurant/canteen where they sell tea with sconces produced. They claimed to make more money by selling creamy tea but milk is difficult to get, they are thinking of start keeping cows for milk production as they have plenty of grass around the area. They claimed to have enough markets what lacks is the tools and resources. Human resources though is plenty to them as claimed.

On the food processing/adding value to the agricultural products, the area just like the first is also having maize, rice and other products but most importantly plenty of groundnuts and want to

extract oil from the same and when SATECH asked of machine for the same they claimed to have simple and price affordable equipment .The area is also full of papaws and one could extract wine out of them so as from mangoes which is scarcely also found in the area.

### **3. NGOLOWINDO-EU SUPPORTED GROUP**

We went to see this group to get experience the group has on agro processing .They make juices out of different exotic fruits such as baobab seeds,(ukwaju and ubuyu) ,also previously they used to make jams and tomatoes sauce but have stopped due to 2 main issues:

i).Availability of packaging materials is not consistence and they do obtain only 1 liter bottles which are less preferable to consumers (they like the 250 and 500mls bottles) .The main supply of these bottles were mentioned to be the Enterprise Container in Lilongwe. They however run short of small bottles often

ii).The second reason is the quality standard mark which is needed when selling to most of big supermarkets and the process to obtain the same for this cooperative which is in operational since 2005 has been delayed .When asked about The Food and Drug Authority or the Health Office licensing process they claimed not to be a bigger issue as that of the Standard Board The juice branded as MALAMBE is well known and the group claim that their products hardly stays on the shelves of shops currently supplied to when they have proper packages. The SANGA women group also substantiates this as they wanted to make juice just like that of Malambe.

### **4. MAZIKO ORPHANS TRAINING SERVICE (MOTS)**

The center was designed to train orphans in vocational and technical skills so as for the group not only becomes self reliant but also take care and shape their respective communities. Recruitment is done by the manager Mr.Bango with consultation of SATECH .Students who stay for a year at the center are of the age between 13 and 19 years old. Programmes do not discriminate on basis of gender as anyone can join any programme regardless of gender however only boys are were attending the school as we were here ,they claimed that only last year they had a mix of girls although the later were not residential as boys were. The center with facilities to run 6 trade skills is currently managing only the three namely, Auto mechanic/repair, Metal works and Carpentry and Joinery. We also met the three instructors and a few of 17 orphans who are housed in the area. The structures/facilities put are very impressive however the problem could be the sustainability .They were however advised to look for donors to support the good initiative and think of ways of sustaining the center/s activities including having other clients who could pay for the services and making sure all what is manufactured in the center is sold at cost recovery if not with profit .This is a very good idea of putting up this center however one year is not sufficient to obtain results ,funds should be sought to extend for another year meanwhile other sustainable measures should be undertaken

### **5. POLYPACK Ltd**

The Company which is one of the largest plastic packaging making in Malawi is situated in Lilongwe about 95 kms from Salima. The visit to the company was done so as to establish the source of packaging materials for agro processed foods which are and will be made by Salima Women Groups The company makes variety of packaging materials but of interest were the 250

and 350 mls bottles which could pack things like pickles, jams, peanut butters etc also have juice and water packing bottles of 100,250,500 and 1000mls. The company could also manufacture on order polyethylene bags for packing sconces, breads, flour etc but a minimum order should be 70,000 pcs or 300Kgs of materials. The prices are competitive compared with those found in Tanzania. The only bottleneck found is screw type caps/lids for juice bottles which they don't manufacture unless on provide a mould worth 2,000US\$ for the same other alternative would be to import from South Africa but aluminum foils heat sealed.

## Appendix 2

### LIST OF EQUIPMENT AND MATERIAL NEEDED FOR TRAINING IN SALIMA

SN.	EQUIPMENT DETAILS	NO.UNITS	ESTIMATE UNIT PRICE-US \$	TOTAL PRICE US \$
1.0	<b>Food processing</b>			
1.1	<b>-Cereals</b>			
	-Huller (25 HP)	1	1000	1000
	-Hummer mill (40+ HP)	1	1500	1500
	-Grain drier(local fabrication)	1	2000	2000
	-Dough mixer-10kg*	1	3500	3500
	-Baking oven(electric)+ trays& tins*	1	8500	8500
	-baking oven (charcoal)*	2	200	400
	-biscuit cutter*	1	10	10
	- icing set*	1	40	40
	-flour sieves	set	80	80
	-bread slicer*	1	1200	1200
	- dough proover*	1	8000	8000
	-dough laminator*	1	3000	3000
	-impulse plastic sealer	1	350	350
1.5	<b>Cassava and sweet potatoes</b>			
	-Chipper	1	230	230
	-Grater with motor	1	1000	1000
	-Press	1	240	240
	-Starch maker-manual	1	660	660
	-Peanut butter roaster	1	500	500
2.0	<b>Quality Control</b>			
	-weighing scale 0-20kg,	2	25	50
	0-1.00kg( accuracy +/- 1g)	1	120	120

3.0	<b>Other Equipment</b>			
	- Work tables stainless s tops (1x2m)	2	750	130
	- Gas stoves with cylinder(6kg)	2	65	2000
	-Set of knives	1	50	50
	-chopping boards	2	5	10
	-Sauce pans big and small	5	5	25
	- Dishes, trays & plates	set	200	200
	-Buckets	set	100	100
	-frying pan, ladles, etc.	4-20L	5	100
	-Waste bin	1 set	50	50
	-fly killer	50 L	50	50
	- thermo hygrometer	1	150	150
		1	25	25
4.0	<b>Classroom Equipment**</b>			
	-Flip chart holder	1	120	120
	-TV/VCR	1 set	500	500
	-multimedia projector	1	750	750
	- laptop	1	1350	1350
5.0	<b>Packaging materials and other inputs</b>			
	-Maize	15Kgs	1	15
	-Finger millet	15Kgs	1	15
	-Groundnuts	7.5 Kgs	1	7.5
	-Rice	7.5 Kgs	1	7.5
	-Soya beans	20Kgs	1	20
	-Wheat flour	50Kgs	1	50
	Cassava flour	20Kgs	1	20
	-sugar	50kg	1.2	60
	-bakers yeast	.5kg	5	25
	-margarine	1kg	3	3
	-edible oil	10kg	1.5	15
	-salt	2 kg	.2	0.4
	-baking powder	.5kg	5	25
	-plastic bags	10kg	10	100
	-polysacks	20 -25kg	1	20
	-1Kgs paper bags	100pcs		10
	-polyethylene bags	100pcs		10
6.0	Raised dry racks	1m highx1m wide and 3m long		200

\*These equipment may not be needed as baking has been adequately covered earlier; but have been included in case would be needed in future

\*\*These ones are for training centre

**REPORT ON TRAINING OF FARMERS/ENTREPRENEURS COURSE ON  
ENTREPRENEURIAL SKILLS AND FOOD PROCESSING HELD AT SALIMA-  
MALAWI FROM 28<sup>TH</sup> JANUARY TO 2<sup>ND</sup> FEBRUARY 2008**

**1. INTRODUCTION**

**Background**

As part of the UNIDO executed SATECH Project on empowering poor rural communities with labor saving technologies for increased labor productivity, food production and income generation, training of beneficiaries on entrepreneurship and technological skills is part of the program. Salima, a central region district in Malawi is impoverished by having low farm productivity, high level of infectious diseases and this has manifested in rampant malnutrition, especially among the vulnerable groups including children. There is a perpetual food insecurity and high level of unemployment.

The project in its interventions is assisting communities in rural Salima to improve agricultural production, income generation activities including agro processing, produce marketing and improvement of welfare for the local population.

Development of the agro-processing sector remains is identified by the project as one of the areas that can contribute to reduction of food insecurity through preserving and storing the produce for future use. Value addition through processing will increase income for the farmers by having better returns for their products. Moreover processing of composite flours which are nutritionally superior to the individual grains will go a long way in contributing to reduction of malnutrition among children and other vulnerable groups

For this reason the project empowers the communities with food processing skills. To be able to expand the enterprise development knowledge and skills among the target group the project commissioned the Small Industries Development Organization (SIDO) of Tanzania to prepare a training programme on entrepreneurship and food processing skills that was delivered to beneficiaries of the SATECH project at Salima. SIDO has an edge in this area, after having implemented a similar project for 10 years and now in its 14<sup>th</sup> going strong as a national programme.

The course which was funded jointly by United Nations Industrial Development Organisation (UNIDO) and Government of Malawi covered the modules on:-

- Entrepreneurship
- Food hygiene, safety and quality
- Principle of food processing
- Business plan preparation (introduction only)
- Gender and enterprise
- Customer care
- Packaging
- Basics of marketing

- Costing and pricing
- Cash flow, profit and loss and calculation of break even point
- Production of cassava products
- Production of cereal based nutritious flour
- Production of bakery and confectionary products with cassava flour base

**Appendix 1** presents the course timetable.

## **Participants**

The course was attended 37 participants, 2 from each of the 17 villages under the project, one from Maziko Orphanage and 2 instructors with the Ministry of Agriculture in Salima. The latter two are like counterparts to the consultants so that they could carry over the knowledge to other beneficiaries even after the project. All participants were women. List of participants is given as **Appendix II**

## **Official opening**

The opening of the course was done by Mr. Wells F Kumwenda National Project Coordinator at its start on 28<sup>th</sup> January, 2008. In his opening remarks, she called upon the participants to be very interactive and participatory throughout the 6 days of training, because the skills they were going to acquire have to be transferred adequately to the fellow members in the villages or work places. 'If the skills you get will be mastered well, then you will be in a position to help the people in your areas to set up food processing enterprises, and therefore contribute to mitigation of food losses, income generation and alleviation of poverty', he emphasized. He thanked UNIDO and his government for enabling the Tanzania experts to travel all the way to Salima to share their experience with the rural people of Salima.

## **Course Overview**

The 6 days course whose objective was: To impart trainees with entrepreneurial and food processing skills particularly for cereal and cassava based products through participatory and learning by doing methods, was very successful and rated by participants to have met their expectations.

## **2, METHODOLOGY**

The course was conducted through various participatory technologies. It included lectures, video shows, case studies, discussions and group exercises. Practical demonstrations were done; through which participants took part in making of various food products, i.e. processing of high quality cassava flour, preparation of cereal based nutritious flour and bread and cake making from a blend of cassava and wheat flour and whole cassava flour biscuits.

To add on the training, effort was made to invite a local woman entrepreneur to share her experience on developing a business from scratch. This was to learn from the 'host's mouth' the hurdles an entrepreneur has to overcome to succeed in business. It was great case study. Well appreciated by all.

Throughout the sessions facilitators were around to guide the process. Handouts were available for each topic. Indeed the power point presentations to be given to each participant had already been translated into Chichewa the local language spoken by all participants.

However, all facilitation by the Tanzania consultants was simultaneously translated into the local language throughout the course. Thanks to the able translation of Mr Khatumba a member of the SATECH team at Salima.

To keep the class awake, warm-ups/energizers were given out by the facilitators and co-facilitators.

### **3. RESOURCE PERSONS**

To ensure that adequate coverage course topics done two key consultants facilitated the course and assisted by 3 local co-facilitators and the translator. The resource persons were the following:

#### **1 Mr. Linus Gedi (TANZANIAN) - Food Processing and Preservation Expert**

Has vast experience in the Agro- industry particularly in post harvest food technologies. He started as a tutor in the field in 1976 at Ilonga Agriculture Training Institute, which he headed in 1980-81 before turning into a consultant in 1982. As a consultant for the past 24 years, he carried out various assignments ranging from planning of primary production of crops, handling, storage, processing and marketing. He has completed appraisal and evaluations studies, covering commodities such as cotton, cashew and sisal, oil seeds, food grains, fruits and vegetables, beverages, fishery, dairy and meat products. Since 1996 he is working as a national expert on food technology, assisting in training/advisory of entrepreneurs (SMEs) mainly women in food processing and on food safety and quality management (including HACCP). This job involves helping trainees to set-up own enterprises and on achieving quality production under a cleaner environment. Mr. Gedi is also a chairman of the CODEX -Tanzania Committee. He was lead facilitator and covered all aspects of food processing.

#### **2. Mr. Pius Wenga (TANZANIAN) –SHO and Group mobilization expert**

Over ten years experience in strengthening of self-help organizations in the informal economy. He has carried out consultancy and applied research assignments related to the promotion and development of SMEs especially in Business Development Services, Financial Services and organizational skills development. Has extensive knowledge in programme/project designing, planning and implementation, strategic planning using participatory and objective oriented techniques.

He has also experience in designing, developing and conducting training programmes and developing training manuals in entrepreneurship and business skills mainly for SMEs. His capability also lies on moderation and facilitation of workshops and as Director of Training and Extension Services of SIDO. He facilitated all topics on entrepreneurship, business planning, customer care and group dynamics-management and meetings.

#### **3. Macdonald Mkanyangale-covered topics on profit and loss, cash-flow and computation of break even point.**

4. **Ms D. Kwalira-** assisted in preparation and practical demonstrations
5. **Ms E.Masoatenganji-** assisted in preparation and practical demonstrations
6. **Mr. Khatumba-** translations

#### **4. CASE STUDY**

As part of the training, one Mrs Tindane a woman entrepreneur who runs a restaurant, boutique and lodge in Salima was invited to share her business story to the participants. Her presentation was a real boost to the theory part of entrepreneurship and customer care. It helped substantially in imparting knowledge to the trainees. They were all moved by her real life situation as a woman undertaking the business pass.

#### **5. COURSE OUTCOME**

Daily evaluations of the course were done and a final one at the end of the week. A sample of the evaluation form is attached as Appendix 3 and summary of participants views on the course are summarizes in Table 1. Short outline of the topics covered is as follows:

##### **A. COURSE OBJECTIVES AND PARTICIPANT EXPECTATIONS**

This topic was necessary to introduce the course, but at the same time solicit the participants to express what they expected to achieve and enable the facilitators establish the skill/knowledge gap with respect to modules planned for the training. The course objective has already been given in the introduction, but participants' expectations in attending the course were as follows:

- To know food processing/preservation techniques for cereal based nutritious four, cassava flour and it uses in baking
- To learn how to start and run a business
- To know what is entrepreneurship
- To know how to prepare business plan
- To know how to pack well
- Know how to look for markets

These expectations were in fact not very far from the objectives of the course, but assisted the facilitators to determine the topics of focus for the benefit of participants.

For example, gender and enterprise was drooped to allow more coverage on business plan, profit and loss and computation of breakeven point. Also as foreseen earlier, topics on conducting of meetings, management of group conflicts were not covered, but emphasis was on customer care and on discussing of entrepreneurial traits.

##### **B. ENTREPRENEURIAL SKILLS**

This topic was covered through lecture and discussions on what is an entrepreneur and the 10 attributes of an entrepreneur were discussed in live class. The topic culminated to case study presented by a woman entrepreneur in Salima, who was on the average grade as a good entrepreneur at 74% score for the 10 entrepreneur traits; i.e.

1. opportunity seeking
2. persistence
3. commitment to work
4. demand of quality and efficiency
5. risk taking
6. goal setting
7. information seeking
8. systematic planning and monitoring
9. persuasive and networking
10. self confidence

### **C. BUSINESS PLAN**

This topic was covered at different stages during the week course, but participants were introduced to basic aspects of Business Plans such as market, investment, and sources of funds, raw materials/inputs procurement, production management, costing and pricing, income statement, etc. In any case, a deeper training on this subject is needed to make the trainees capable of being able to prepare a simple plan for their businesses. This could be done through follow –up one to one visits by trained trainers.

### **D. MARKETING**

Trainers were introduced to the marketing concept / definition, and the 5 p.s. i.e.

- Product
- Promotion
- Place
- Price
- Personnel.

### **E. PRINCIPLES OF FOOD PROCESSING**

This topic covered the principles of food processing/preservation, why foods are processed and review of various processing technologies/methods e.g. heating, concentration, drying, fermentation, irradiation, freezing, smoking, acidification, etc.

### **F. FOOD SAFETY AND QUALITY**

Aspects of food spoilage, personal hygiene and cleanliness, premises hygiene, sanitation, waste disposal were discussed and video on hygiene and sanitation shown.

### **G. COSTING, PRICING, PROFIT AND LOSS , BREAK EVEN POINT**

These topics were covered to impact skills of costing and pricing to the trainees, but also how to determine break- even point for an enterprise. Proper keeping of records was also discussed in light of ensuring control on production costs and enabling one to make proper costing and pricing to be competitive in market.

### **J. CUSTOMER CARE**

This module was important for the participants as suppliers of goods/services or as entrepreneurs. Lecture and discussion centred on who is the customer, categories of customers, how to handle different type/categories of customers.

### **K. PRACTICAL DEMONSTRATIONS**

Demonstrations on making of nutritious flour from cereals, high quality cassava flour and use of cassava in baking were done. Participants were fully involved during the process, i.e. they learned on planning production, observing cleanliness, proper use of recipes and selection of raw materials, monitoring of production process etc.

## 6. COURSE EVALUATION

The evaluation conducted at the end of the course, coupled with what was conducted weekly, indicate that the course was satisfactorily organized and executed. Participants rated it, on the average, the organization as good to very good; the resource persons as good to very good; the methodology as good to very good and; course to have met expectations of participants. Course duration was scored as good. A summary for the evaluation is as presented in Table 1.

**Table 1**

### **EVALUATION RESULTS 27<sup>TH</sup> JANUARY TO 2<sup>ND</sup> FEBRUARY 2008**

**A**

NO	Question	Rating		
		Best	Good	Poor
1.	How was the venue of the workshop?	26	9	2
2.	How was your place of sleep?	14	14	9
3.	Was the allowance adequate?	12	15	
4.	Was the period of the workshop adequate?	12	14	9

**B**

NO	Question	Rating		
		Best	Good	Poor
1.	How do you rate the classroom work?	35		2
2.	How do you rate group discussions?	30	6	1
3.	How do you rate video presentations?	32	3	2
4.	How do you rate power point presentations?	33	3	1
5.	How do you rate the practical work?	35	1	1
6.	How do you rate the role plan by successful business people?	34	1	1

### **C Rating of the Facilitators**

NO	Question	Rating		
		Best	Good	Poor
1.	How was the teaching by GEDI?	35		
2.	How was teaching by WENGA?	35		
3.	How was teaching by KANYANGALE?	34	1	

4.	How was translation by KATHUMBA?	35		
5.	How were the PLAYS + DRAMA?	33	2	

#### D.

NO	Question	Rating		
		Best	Good	Poor
1.	Was this training useful in your Bakery business?	33	2	
2.	Was the period of training adequate?	21	12	2
3.	List down the most important subject going down in order? Those listed were:			
	<b>1.Food preservation</b>			
	<b>2.Entrepreneurship</b>			
	<b>3.Making of nutritious flour</b>			
	<b>4.Customer care</b>			

## 7. CONCLUSION AND RECOMMENDATIONS

The training on Food Processing and Entrepreneurship skills conducted from 26<sup>th</sup> January to 2<sup>nd</sup> February 2007 at SATECH Salima, Malawi met its objectives and was rated good to very good. The course will go a long way in disseminating the knowledge of food processing to entrepreneurs and farmers in Salima district.

The participants made a few recommendations to make more impact with the course:

- Course was too short for adequate learning??
- The training center should have adequate equipment for demonstration e.g. Dryers, chippers and graters for cassava, baking tins.
- Follow up advisory services are needed
- Supply of packaging materials and equipment is a problem

The facilitators recommend that to ensure adequate follow up and sustainability of the SATECH intervention, particularly as regards to food processing the following be considered:

- A training of trainers' course is organized to have qualified trainers for each village. This could be done locally in Malawi or the project may wish to sponsor at least two or four staff from the project/collaborators to attend at TOT in Tanzania that is conducted by SIDO yearly, during the third or fourth quarter of the year.
- Packaging materials and processing equipment supplies for the trainees/farmers/entrepreneurs be organized by the project and sold to entrepreneurs at a cost-recovery price and small margin to sustain the service.
- Follow-up advisory services are essential for starters to build capacity and confidence of the beneficiaries, especially during this initial stage.
- There is need for further training for SHO groups and on food processing technologies for fruits and vegetables.

- Experience sharing trips started by the project should be strengthened so that beneficiaries can exchange knowledge with others having an edge in the areas they are working.

## **8. CLOSING**

Closing of the course was done on 2<sup>nd</sup> February afternoon, the closing ceremony officiated by Mr. Wells the Project Coordinator, in presence of all course fascinators. All participants were issued with certificates for having satisfactorily completed the training.

In their statement to the Guest of Honour, the graduates expressed satisfaction for the course and thanked UNIDO\_SATECH project for organizing this course and for the tremendous job they did for the rural communities of Salima.

They requested the Guest of Honour to assist them to have packaging materials and equipment to assist in processing quality products.

Moreover, they expressed that the time for the course was too short for adequate learning and that they needed to be trained more on business planning and processing of fruits and vegetables.

The Guest of Honour in his closing remarks, he expressed gratitude for the UNIDO assistance that has enable this good training to be offered by the Tanzanian consultants. And hoped that was the beginning for longer term collaboration with SIDO. He also thanked the participants for being able to stay active for all six days of the course.

He challenged the graduates to also put to practice the valuable knowledge they got in helping other framers and entrepreneurs from their villages, as this would contribute towards improving quality of life by improving food security, family income and nutrition. He urged them to be the leaders for the change in their villages, so that others can emulate.

Earlier on other local facilitators Mrs Doreen and Catherine expressed their satisfaction for the course that it had added valuable new knowledge that will be useful for advancement of their extension work and personal development. They also shared the same advice to the participants.

Mr Wenga, on behalf of the consultants from SIDO thanked UNIDO and SATECH project for enabling SIDO to share its experience with entrepreneurs of Salima. Thanked the Coordinator and his team warm welcome and organization of the workshop that had to be delivered to participants through a very able interpreter, Mr Khatumba. He thanked the participants for their patience and interest on the course throughout the six days, but urged them to become real model entrepreneurs for their villages.

## Appendix 1

### TIMETABLE FOR 6 DAY TRAINING FOOD PROCESSING AND ENTREPRENEURSHIP SKILLS IN SALIMA (28JANUARY to 3<sup>rd</sup> February, 2008)

TIME HOUR	TOPIC	OBJECTIVES	METHODOLOGY/ TOOLS	Responsible
<b>DAY 1</b>				
8.30-9.00	Registration	Names of participants registered and known	Registration form to capture basic bio data	Wells
9.00-10.00	Participants expectations and course objectives	Course objectives known	Participants introduction	Pius
10.00-10.15	TEA BREAK			
10.15-13.00	Basic Entrepreneurial skills	Able to identify different characters for entrepreneur	Lecture/discussion demonstration	Pius
13.00-14.00	LUNCH			
14.00-16.00	Overview of business plan emphasis on marketing	Aspects of business plan identified & market concepts identified	Lecture and discussion	Mac
16.00-17.30	Customer care	Establish who customers are and ways of treating them	Lecture/discussion	Pius
<b>DAY 2</b>				
8.30-10.00	Principles of food processing	Basics of food processing and methods outlined	Lecture/discussion demonstration	Gedi
10.30-13.00	Food hygiene and safety	Ways of ensuring food safety in food chain discussed	Lecture /discussion/Video	Gedi
14.00-16.00	Costing and pricing	Establish ways of pricing products	Lecture/discussion	Pius/Mac
16.00-17.30	Packaging	Know the requirements for proper packaging	Lecture/discussion	Gedi
<b>Day 3</b>				
8.00-1700	Processing of nutritious flour	Know skills for making nutrient rich flour from a blend of cereal and other	Demonstration/lectureS tove, cooking pots, sieves, weighing scales	Gedi

		grains	and bags	
<b>Day 4</b>				
<b>8.30-17.00</b>	Production of cassava flour	Understanding ways of producing quality cassava flour	Chipper, knives, washing basins drying racks, milling machines, weighing scales, sieves ,packing bags	Gedi
<b>Day 5</b>				
<b>8.30-17.00</b>	Bakery and Production of Composite flour	Know how to blend wheat and cassava in baking so as to reduce costs	Oven, sieves, tins, weighing scales	Gedi/Woman Ent.
<b>Day 6</b>				
<b>8.30-10.00</b>	How to conduct Effective Meetings	To make best use of meetings	Lecture/discussion	Pius
	Tea Break			
<b>10.30-13.00</b>	Conflict Management	Create peace and harmony/group dynamics	Lecture/discussion	Pius
<b>14.00-17.00</b>	Financial Management and record keeping	Know different financial statements and how to keep records	Lecture/discussion	Pius /Mac
<b>Day 7</b>				
<b>8.30-13.00</b>	Business plan completion	Know how to prepare simple plan	Exercise/Lecture	Pius/Mac
<b>14.00-16.00</b>	Course evaluation and closing	Establish ways of improving future training		Wells

**Appendix II****LIST OF PARTICIPANTS****TRAINING IN FOOD PROCESSING AND ENTREPRENEURSHIP VILLAGE  
BAKERY MEMBERS, JANUARY, 2008**

	<b>NAME</b>	<b>VILLAGE</b>
1	Olive Patel	Chenyama
2	Deliya Denja	Sanga
3	Aligitina Chapita	Mandawa
4	Alinati Kamsale	Mandawa
5	Patricia Ndodo	Dzoole
6	Loyce Mwadala Chiombe	Dzoole
7	Linly Mkumpha	Maziko Orphan Training
8	Beatrice Banja	Nsandu
9	Liginesi Jemusi	Checkwacha
10	Rose M'balaka	Chekwacha
11	Kelita Jana	Paulo
12	Veronica Issac	Mkhukhi
13	Neliya Ganizani	Galamuko
14	Jessy Henry	Mailosi
15	Chrisse Williyamu	Mailosi
16	Alice Ziyaya	Msonthe
17	Mary Maulana	Matewere
18	Aida Pindani	Matewere
19	Rosina Samisoni	Mkhukhi
20	Nelesi Gostino	Chimphanga
21	Margret Mewa	Chimphanga
22	Likinesi Nsandu	Nsandu
23	Linesi Chokochani	Manong'o
24	Margret Sipiliyano	Paulo
25	Kwangu R. Tembo	Chenyama
26	Nefe Mzumala	Kachere
27	Sala Zumani	Chaundwa
28	Aisha Gidion	Chaundwa
29	Fannes Ephraim	Galamuko
30	Zanabu Segula	Msonthe
31	Mauryn Kamputa	Kachere
32	Mercy Juma	Mikute 1
33	Rose Kalinde	Mikute 1
34	Eliza Haswell	Sanga
35	Monika Lefani	Manong'o

**Appendix III**  
**TRAINING IN FOOD PROCESSING AND ENTREPRENEURSHIP**  
**27<sup>TH</sup> JANUARY TO 3<sup>RD</sup> FEBRUARY 2008**  
**EVALUATION FORM**

**A**

NO	Question	Rating		
		Best	Good	Poor
5.	How was the venue of the workshop?			
6.	How was your place of sleep?			
7.	Was the allowance adequate?			
8.	Was the period of the workshop adequate?			

**B**

NO	Question	Rating		
		Best	Good	Poor
1.	How do you rate the classroom work?			
2.	How do you rate group discussions?			
3.	How do you rate video presentations?			
4.	How do you rate power point presentations?			
5.	How do you rate the practical work?			
6.	How do you rate the role play by successful business people?			

**C Rating of the Facilitators**

NO	Question	Rating		
		Best	Good	Poor
6.	How was the teaching by GEDI?			
7.	How was teaching by WENGA?			
8.	How was teaching by KANYANGALE?			
9.	How was translation by KATHUMBA?			
10.	How were the PLAYS + DRAMA?			

**D.**

NO	Question	Rating		
		Best	Good	Poor
4.	Was this training useful in your Bakery business?			
5.	Was the period of training adequate?			
6.	List down the most important subject going down in order?			