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TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE
FOOD PROCESSING INDUSTRY IN TANZANIA

US/URT/92/026

UNITED REPUBLIC OF TANZANIA

Technical report: Preliminary assessment of the
project counterpart institution*

Prepared for the Government of the United Republic of Tanzania
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of C. Gruber,
chief technical adviser

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* This document has not been edited.

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I. SUMMARY

The aims of the first mission of the CTA were:

- to assess the capacities of SIDO/SICATA as the counterpart agency in implementing the training programme for women entrepreneurs in food-processing
- to identify a National Coordinator and a National Food Technologist to be attached to SIDO to be responsible for the implementation of the project and to report regularly to UNIDO headquarters
- to discuss the situation of women entrepreneurs in the food-processing sector and to get a personal impression through on-site visits
- to discuss, prepare and finalise a detailed work plan and guidelines for a survey on food-processing activities of women in Tanzania and a training needs assessment of women entrepreneurs
- to establish contacts to other institutions and organisations for future cooperation

SIDO/SICATA were well prepared for the commencement of the project concerning the provision of office space, secretarial support and personnel. Due to the delayed arrival of the project car and financial constraints of SIDO transport expenses and support cost had to be covered by the project budget.

The role of women in the food-processing industry is still marginal and the women entrepreneurs visited during the mission all face various problems. Further training and support is definitely necessary. The large majority of Tanzanian women live in rural areas and also this group should benefit from the training programme. Therefore, two different levels of training courses and different types of technologies will be necessary.

The survey on food-processing activities of women in Tanzania will be of crucial importance for the further progress of the project and shall be the basis for selecting two or three fields within the food-processing sector on which the training programme shall then concentrate. For this purpose it is recommended that the International Food Technologist comes on a two weeks assignment during the evaluation phase of the survey to advise in the selection process.

II. BACKGROUND

UNIDO in cooperation with various other institutions has developed a Training Programme for Women in the Food Processing Industry. This training programme aims at upgrading women's entrepreneurial, managerial, and technical skills. It uses a practical approach of "learning by doing".

In September 1989 a Training of Trainers (TOT) Workshop was held in Lusaka in order to further elaborate the Training Programme which was further field tested in two trial workshops for women entrepreneurs in Zambia and Zimbabwe respectively. In this TOT Workshop there were six participants from Tanzania. The workshop was very successful and the six Tanzanian participants returned home highly motivated to start similar training programmes in their home country.

The Tanzanian participants held a few meetings and prepared a proposal on how they wished to implement the training programme in Tanzania. The Tanzanian suggestion consisted mainly of a request for funding six training courses (3 to be held in Dar es Salaam and 3 in Iringa).

During a field visit in early 1990 of a UNIDO staff member this proposal was discussed and it was agreed upon that a detailed project proposal following UNIDO guidelines should be elaborated.

The Small Industries Development Organization (SIDO) together with the Small Industries Consultancies and Training Assistance (SICATA) were chosen to be the main counterparts in the implementation of the Training Programme. SIDO/SICATA are parastatal organizations with the main aim of promoting small industries in the country and providing them with LOans for equipment, training and follow-up services.

In November 1991 the Tanzanian Ministry of Industries and the Ministry of Finance requested UNIDO for technical assistance to implement the training programme for women entrepreneurs in the food-processing industry.

Finally, in July 1993 the first mission of the CTA took place in order to get the project started.

III. OBJECTIVES OF THE PROJECT

As outlined in the project document the development objective of this programme is:

to increase the participation of women in the development of micro- and small-scale industries and thereby enhance industrial capacity and increase value added on local resources, create employment and income.

The immediate objective of the project is:

to provide women entrepreneurs with the skills required to establish and operate small-scale manufacturing enterprises in the food-processing sector through strengthening the training capacity of SIDO.

IV. SMALL INDUSTRIES DEVELOPMENT ORGANISATION (SIDO)

SIDO together with its sister organisation SICATA (Small Industry Consultancy and Training Assistance) have been chosen to be the main counterpart in implementing and executing the training programme for women entrepreneurs in the food-processing industry.

SIDO is a parastatal organisation responsible for promotion, planning and implementation of small enterprises offering to them technical, economic and managerial advice.

SIDO has a network of 20 Regional Offices, 14 Industrial Estates and 8 Training cum Production Centres.

SICATA is a SIDO subsidiary centre with its head office in Dar es Salaam and provides back up services for industrial training and consultancy.

SIDO/SICATA have qualified technical and managerial personnel offering consultancy services in technical fields, management, marketing, production and quality control and technology transfer. They conduct regular basic and up-grading multi-skills training programmes, but their main business is the provision of loans for equipment.

Until recently the funding of the various activities of SIDO/SICATA was secured through government allocations and support from SIDA and other international organisations. This year during the time of the consultant's mission the budgetary negotiations were still under way and a considerable cut in annual contributions from the Tanzanian Government and other donors is envisaged. This will force SIDO to revise its policy of offering their services free of charge. Investigations of changing SIDO/SICATA into a consultancy bureau charging clients for its services were made. No definite decisions on SIDO/SICATA's future policy have been taken yet.

V. THE SITUATION OF WOMEN IN TANZANIA

Tanzania is mainly an agrarian country; agriculture, forestry, fishing and hunting contribute almost 60 % to the Gross Domestic Product (GDP). Approximately 85 % of the total population of around 26 million (1990 estimate) live in rural areas.

The majority of Tanzanian women are subsistence farmers who depend mainly on their manual labour. They produce most of the subsistence farming output to feed their families and they contribute to a considerable extent to the cash crop production. But most of their contributions to the GDP are ignored and not quantified in national statistics.

Many Tanzanian households are headed by women - either single mothers or households where the husband is absent through out-migration to look for employment. The low wages and the tight situation on the labour market leads to an increasing dependence on women's earnings to support the families. Even when the husband has got a wage employment he very often keeps the major part of his salary for his own consumption. The same applies to the income from selling cash crops; although the woman often contributes the bigger share in labour, it is the man who receives the money for the crop. Many relevant surveys clearly show that men tend to use their income mainly for personal expenses whereas women use most of their incomes to support the family.

The traditionally male dominated African society disadvantages women in many ways: in most parts of Africa they are not entitled to own land thus they have very limited access to credit. Women bear the full responsibility of rearing children and fulfilling the daily household chores leaving them little time for income-generating activities. Women still lag behind regarding education and specific training possibilities.

Despite these hindrances women are (or have to be) very enterprising in order to earn money to pay for daily needs and particular demands like medical fees, school uniforms etc. In some Tanzanian tribes women have traditionally been involved in trading and there are a number of successful women entrepreneurs. But most activities of women are sporadic and dictated by urgent needs.

Although the Government recognizes the integration of women in industrial development, little visible results could be achieved so far. The majority of women is tied up in performing labour-intensive and time-consuming daily tasks. What they need in the first place are appropriate technologies to reduce their workload. Since securing food for their families is one of the woman's main duty, promoting improved technologies in the food-processing sector can cut down her working hours and thus give her extra time for income generation.

VI. TARGET GROUPS OF THE TRAINING PROGRAMME

A successful implementation of the training programme requires a clear definition of the target group taking into account the background and the educational level of the women.

There are two very different groups of women who should benefit from this programme:

- urban women entrepreneurs
- rural women or women groups

1. Urban Women Entrepreneurs

There is a considerable number of women in urban areas who got loans from various institutions in order to start a small business. Most of them are engaged in buying and selling goods; some undertake food-processing activities, mostly bakeries, take-aways, ice-cream and juice making.

A small number of urban women have started food-processing enterprises like oil extraction, making butter and cheese, making sausages etc. During this mission some of this type of enterprises were visited. These women are mostly well educated and had access to a loan for the equipment through SIDO. All women entrepreneurs met face problems in meeting the loan repayment requirements. The nature of the problems are manifold: from lack of working capital to difficulties in the acquisition of raw materials, from lack of technical know-how to marketing problems, from being unaware of book-keeping needs to price competition.

These women entrepreneurs constitute definitely a target group for the training programme, but their number is too small to be the only addressees of the project. They should be the participants in the pilot course for women entrepreneurs.

2. Rural women or women groups

Rural women constitute the majority of Tanzanian women and the training programme should also benefit them.

There are many projects from government and non-governmental organisations to improve living conditions of rural women. In the field of food-processing a large number of grain mills all over the country is operated by women groups.

In order to make it feasible for this training programme to reach rural women close cooperation with existing programmes and projects must be sought. The training in improved technologies of food preservation and processing has to be developed in line with other training and follow-up activities.

Various project coordinators have been contacted during this mission and possible cooperation has been discussed.

VII. DEFINITION AND SELECTION OF A RANGE OF TECHNOLOGIES WITHIN THE FOOD-PROCESSING SECTOR

Food-processing is a very wide field and also the range of possible technologies is sheer endless; the UNIDO manual covers at present 11 different fields. It is therefore necessary to clearly define the fields within the food-processing sector on which this training programme will concentrate.

The basis for defining the actual food-processing activities to be covered by the training programme will be obtained through the survey on women's involvement in the food-processing industry in Tanzania.

For the selection of the appropriate technologies already included in the training manual or others to be elaborated in detail it is recommended that the International Food Technologist comes on a two weeks assignment for the evaluation of the survey.

The decision on the fields of food-processing and the technologies applied is crucial for the success of the whole programme. Therefore, it is necessary to put greatest emphasis on the selection process and the advice and expertise of the International Food Technologist shall be sought.

VIII. SITUATION ENCOUNTERED

SIDO was prepared for the starting phase of the project. An office at SIDO Headquarters in Dar es Salaam was made available right from the first day. Mrs. Happiness Mchomvu, an officer at the Women Projects Unit was redeployed to work entirely for the UNIDO programme. She proved to be very efficient and was suggested for the post of the National Coordinator.

The only problems arose from the fact that the project car had not yet arrived and SIDO was in a tight financial situation. The annual government contributions were not even fixed yet, although the fiscal year starts on July 1st. Only by taking over all relevant expenses for transport and per diem of staff made it possible to use a SIDO car for the whole duration of the first mission. Once matters were settled the cooperation with SIDO was very good.

Since the decision of elaborating a comprehensive project proposal for implementing the training programme for women in the food-processing industry in Tanzania more than three years elapsed.

The group of the participants in the Lusaka workshop had meanwhile almost forgotten about this project and they were rather surprised to see the project getting started. All of them were contacted, but two are not available for the time being (one is for studies in Germany, the other is on maternity leave) and a third one stays at Morogoro and could not attend the meeting. The remaining three participants were called for a meeting and they are very willing to cooperate in adapting the training programme to suit Tanzanian needs.

IX. MEETING ON IMPLEMENTATION OF THE PROGRAMME

A first meeting on the implementation of the training programme for women entrepreneurs in the food-processing industry took place on July 20th. SIDO/SICATA staff, participants in the Lusaka workshop, an officer from the Co-operative and Rural Development Bank and the UNIDO JPO were present.

The main purpose of this meeting was to get together a team from different institutions to work jointly on the implementation of the programme. For detailed information on the progress of the meeting see Annex 3.

X. INSTITUTIONS CONTACTED FOR COOPERATION

A considerable number of government institutions, NGOs and projects were visited during the first mission of the CTA in order to seek possibilities of cooperation. There is a need for cooperation on two main levels: in preparing the survey and the training needs assessment and in giving support and follow-up to trained women entrepreneurs.

There are other programmes and projects dealing with food-processing and their experiences gained should be taken into account.

Since the programme puts its main emphasis on the training, it is necessary to cooperate with other institutions in order to guarantee that the trained women are within a network of support and follow-up activities. SIDO will not be able to cover all support needs. Besides, the programme should not aim at SIDO clients exclusively. Bearing in mind the difficult situation for enterprises in general and for women in particular the training programme can only be successfully implemented when a maximum of follow-up is assured.

The complete list of ministries, institutions, organisations and projects contacted can be found in annex 2 - the most important ones are listed below.

1. Ministry of Community Development, Women Affairs and Children

The Ministry of Community Development, Women Affairs and Children (MCDWAC) has a network of community development workers at ward level. These officers are employed by the local government and should make the link between rural areas and government institutions. Many of these community development workers are women and rural women constitute an important target group of MCDWAC activities. The main aim of the programmes in regard to women are to facilitate women's access to credit and to reduce the work load of women.

At Hedaru (Kilimanjaro Region) a community development worker - Mrs. Anna Mwayiwa - was contacted and the discussion with her revealed the hardships of her work. She cannot count on support from the local government, transport costs are not reimbursed due to the small budgets of local governments and most of her work is left to her own initiative. Despite this difficult situation she monitors several women groups; one of them runs a small restaurant and a grocery shop, others are engaged in vegetable growing and handicrafts.

The MCDWAC is also the coordinating agency for the Women Appropriate Food Technology Project (WAFT), a UNIFEM project which started in 1988. Although there were many difficulties in implementing the project, the experiences gained by the WAFT-Team are very valuable for this training programme.

Another project coordinated by the MCDWAC is the Credit Scheme for Productive Activities of Women in Tanzania. The pilot area of this project is in Tanga Region. The project office at Korogwe was visited during this mission. At present there are 55 women groups with 323 members in seven different villages who got loans through this credit scheme. Some groups engage in food-processing activities like butcheries, bakeries, dairy farming. A close follow-up of these groups is organised through the project office. This project seems to be a potential partner for the training programme in food-processing, since there are already well established women groups and support and follow-up are guaranteed.

2. Ministry of Agriculture and Livestock Development

The Ministry of Agriculture and Livestock Development (MALD) is the coordinating agency for the UNICEF-sponsored programme on "Household Food Security in Child Survival and Development in Tanzania". In the course of this programme several surveys on the food supply situation in rural areas were carried out.

The Food and Nutrition Unit in the MALD is interested in a cooperation and in sharing their experiences with the training programme.

3. Tanzania Food and Nutrition Centre

The Tanzania Food and Nutrition Centre (TFNC) is a very valuable source of information for the survey on the food-processing industry and they are very willing to make their findings on traditional methods of food-processing available for this training programme. Future cooperation in the selection process for the technologies to concentrate on was assured.

4. Institute of Product Innovation

The Institute of Product Innovation (IPI) is part of the engineering faculty of the University of Dar es Salaam. They have developed and field tested equipment for food-processing on small-scale level like village level production of crystalline sugar from sugar cane, oil extraction from sunflower etc. They have also undertaken a study on women and technology, mainly looking into the social, traditional and cultural aspects that inhibit women in accepting new technologies.

5. Rural Youth Training and Employment

The Rural Youth Training and Employment Programme (RYTE) is an ILO executed project and its objective is to assist youths and women groups in establishing income generating and employment creation projects. The project started in 1989 and has a credit and a training component. Within this project there are some women groups engaging in food-processing activities (vegetable and fish preservation). These women groups could be potential addressees for further training being embodied in the RYTE programme for follow-up activities.

6. Centre for Informal Sector Promotion

The Centre for Informal Sector Promotion (CISP) is located at Moshi, Kilimajaro Region. It is an ILO sponsored project and promotes informal sector activities in the municipality of Moshi.

Among other fields they offer training in food-processing activities like fruit and vegetable preservation, baking, fish processing, catering and oil processing.

XI. FINANCIAL INSTITUTIONS

A close cooperation with financial institutions is absolutely necessary in order to give trained women a chance to get loans for starting their own business or improving an existing enterprise. During this first mission several local banks were visited and the training programme was introduced and discussed.

1. National Bank of Commerce

The National Bank of Commerce has a special section dealing with loans for women. Recently the bank made a campaign for soft loans for women and they received several million applications - only 12,000 loans could be granted. But due to the tight financial situation of the bank the loan programme for women has been stopped for the time being. The restructuring programme of the bank also effected the women desk; the number of staff was cut.

2. Cooperative and Rural Development Bank

The Cooperative and Rural Development Bank has several loan programmes for women. The most important one is funded by the Australian Government through food aid; the loans are funded from the sales of aid goods. The target group of this programme are low-income women in urban and rural areas. A considerable number of loans in this programmes were granted for food-processing or related purposes.

The Women's Section is keen on cooperating with this training programme. One of their staff, Ms. Mary Ibrahim Likwelile has been working on the subject of "Women Access to Technology in Developing Countries" and she is very willing to share her experiences with this project.

XII. WOMEN ENTREPRENEURS IN THE FOOD-PROCESSING SECTOR

During this first mission several women entrepreneurs or women groups engaged in food-processing activities were visited and their main problems discussed.

1. Vyana Enterprise - Mrs. Yovina Msowoya

Mrs. Msowoya has a oil extraction unit and makes oil from copra for soap production. She faces difficulties in obtaining enough copra and therefore produces on an irregular basis. In former times she used to produce the soap herself, but since the liberalisation of imports the market for home-made soaps in Dar es Salaam has collapsed. She now sells the coconut oil to people in the country-side and in Dodoma who then produce the soap.

2. Nancy Enterprise - Mrs. Nancy Kagaruki

Mrs. Kagaruki makes butter and cheese in a well equipped establishment next to her house. Her main problem is the packaging material which is only available in large quantities and requires a sum of TSh 300,000.--, an amount she cannot afford. She now packs the butter in plastic containers. She has only a few containers and works on an irregular basis.

She received the training in butter and cheese making in a one weeks stay at a dairy factory of the Tanzanian Dairy Board.

3. FECEH Women Group, Moshi

A group of five women decided to get into business to earn some money and they wanted to make use of the large quantities of tomatoes and mangos available when in season. They were trained at CISP in Moshi in making tomato sauce and mango pickles.

They received a loan through SIDO for equipment like drums and chemicals for preservation. The group works in an unfinished building and they still lack experience, especially in hygienic aspects, production planning and marketing.

4. Losaa Women Group - Hay District

This women group works since 1984 in making butter and cheese and they have a well established market in Moshi and Arusha. The group was sponsored by FAO in the beginning, providing them training and equipment.

The production process seems to function well. The work is mainly done by three employees and the 25 women of the group only meet once a month and are not involved in the day-to-day activities.

5. Lang'ata Village

Lang'ata village is situated at the Nyumba ya Mungu lake on Ruvu river. The lake is rich in fish and women of the village buy the fish from the fishermen and sun-dry or smoke-dry them for selling to Arusha, Moshi and Mwanza.

The women work on an individual basis and face problems with markets - dried fish is mainly bought by people who cannot afford to buy meat, therefore, the margin for profit is very limited.

XIII. CONCLUSIONS

SIDO/SICATA will be the main counterpart organisation in the implementation of the training programme. SIDO provides office space, clerical and secretarial support and access to computer services.

Concerning the staff requirements for the training programme SIDO/SICATA have well qualified staff to meet the requirements; also the two national experts suggested for the posts of National Coordinator and National Food Technologist appear to be capable to conduct the survey on the food-processing industry and the training needs assessment. Any training needs required for the successful continuation of the training programme after UNIDO support ceases will be assessed during the next mission.

Considering the tense financial situation of SIDO some alterations in the budget will be necessary, in particular the covering of all transport expenses and support cost for assistance of SIDO Regional Offices.

Food-processing being such a wide field a clear selection of the most promising activities for women must be made. Therefore, the survey on food-processing activities of women in Tanzania will be of crucial importance for the success of the training programme.

In order to conduct such a survey within the frame of this programme close cooperation with other relevant institutions is necessary.

The large majority of Tanzanian women live in rural areas and these women should also benefit from the training programme. It is necessary to identify viable women groups within the context of existing projects and programmes in order to guarantee support and follow-up after completion of the training in food-processing. Close cooperation with credit institutions is also required.

XIV. RECOMMENDATIONS

1. The survey on food-processing activities of women, food technology available in Tanzania and the training needs assessment of women entrepreneurs are the important basis for the success of the whole programme. Therefore, the smooth conduct of these tasks should be guaranteed through funding of transport and other support cost.
2. In order to choose the most promising fields within food-processing the International Food Technologist should come for a two weeks assignment in November 1993 for evaluating the results of the survey.
3. Due to other commitments of the potential participants in the TOT Workshop, this should be shortened to four weeks (instead of six).
4. There are two very different target groups: urban women entrepreneurs and rural women. In order to also reach women in rural areas close cooperation with other projects supporting women activities must be sought. Only such cooperation can make it possible to assist and follow-up the trained women. A careful geographical selection must be made.
5. In order to establish good working relationships with other institutions the initial contacts have to proceed into a constant involvement of them in all project phases. Regular meetings and an exchange of information has to be assured.

ANNEX I. MISSION SCHEDULE

- Jul 05
Jul 06 Travel Loipersdorf - Graz - Zurich - Dar es Salaam
Ms. Anja Kostian, UNIDO JPO, Dar es Salaam
SIDO Office: Ms. Happiness Mchomvu
Mr. Peniel Uliwa
- Jul 07 Visiting the 17th International Trade Fair
Mr. Mike Laiser, Director of Technology Research and Planning, SIDO
Mr. Jaribu Mwenemilao, Rural Extension Manager, SIDO
Ms. Shansa Mwangunga, Women Projects Manager, SIDO
- Jul 08 SIDO Office: got the message of the death of Ms. Toroka, the wife of SIDO's Director General
UNIDO Office for administrative matters
Ms. Laetitia Mukurasi - UNIFEM (WAFT project)
- Jul 09 UNIDO Office - DSA not yet ready
Reading various papers and reports on relevant projects
- Jul 10 Weekend - drafting a preliminary work plan and a
Jul 11 list of people to meet
- Jul 12 Ms. Mary Cidosa - Women Projects Officer, SIDO
Ms. E.E. Mangesho - Ministry of Industry and Trade
UNIDO Office: Mr. Krassiakov, UCD - discussed transport problems, offered assistance if needed
DSA collected
- Jul 13 Mr. Mike Laiser - Acting Director General, SIDO settling transport problems (a SIDO car was made available for use by CTA), staffing of project (appointed Mrs. Mchomvu as NC and Mr. Gonelimali as National Food Technologist)
Ms. C. Kazinja - National Bank of Commerce, participated in Lusaka Workshop
- Jul 14 Ms. Shansa Mwangunga - Women Projects Manager, SIDO drafting agenda for meeting of 20th July
Mr. Engelbert Nyangali - Tanzania Food and Nutrition Centre, participated in Lusaka workshop

Ms. Habiba Mtinda - Ministry of Community Development, Women Affairs and Children, participated in Lusaka Workshop

Mr. L.G. Msimbe - Director for Technical and Self-Initiated Projects, Ministry of Community Development, Women Affairs and Children

Ms. Mary Likwelile - Cooperative and Rural Development Bank, Women Credit Unit

Mr. David Nditaye - Acting Director SICATA
Mr. Leons Mtana - Consultant/Trainer, SICATA

Jul 15 Ms. Joyce Peters - ILO-project: Rural Youth Training and Employment

SICATA - to pick up notes from Mr. Chidabwa

Mr. L.G. Msimbe - Min. of Community Dev. - information on WAFT project

Ms. E.E. Mangesho - Min. of Industries, briefed her on progress of project implementation

Jul 16 Ms. Leocadia Danas - Caritas Dar es Salaam, Women Projects Officer

Ms. Ndosi - Women Desk, National Bank of Commerce

Ms. Shamsa Mwangunga - Women Projects Manager, SIDO information on women projects in food processing

Mr. Mwakalinga - Senior Economist, SIDO

Jul 17 Weekend - discussion with Ms. Mchovu on time
Jul 18 schedule for next week, meeting Mr. Moshi, Regional Manager for Coast Region of SIDO

Jul 19 DANIDA - women projects representative on holidays

UNIDO office

Ms. Shamsa Mwangunga, Women Projects Manager, SIDO preparation for tomorrow's meeting

Ms. Marianne Kjellen - UNIFEM, got report on WAFT project

Mr. Mvungi - private entrepreneur, wants to start neat packing project

Mr. Mike Laiser - act. Director General, SIDO, briefed him on progress of project implementation

Jul 20 Meeting at SIDO to discuss the implementation of the UNIDO Training Programme in Tanzania

Participants:

Ms. Mwangunga, SIDO
 Ms. Kostian, UNIDO, Dar es Salaam
 Mr. Mwenemilao, SIDO
 Ms. Mchomvu, SIDO (appointed National Co-ordinator)
 Mr. Nditiye, SICATA
 Mr. Mtana, SICATA
 Ms. Likwelile, CRDB
 Ms. Kazinja, NBC
 Ms. Mtinda, Min. of Comm. Dev.

Mr. Ifunya - SIDO Regional Manager for Kilimanjaro Region - preparing for field trip

Jul 21 Mr. Thorkildsen - NORAD

Ms. Iffland - GTZ/SICATA
 Mr. Schulz - GTZ/SICATA

Ms. Shansa Mwangunga - SIDO, discussed about visiting various women entrepreneurs funded by SIDO

Jul 22 Mr. Rutengwe - Ministry of Agriculture and Livestock Development, Food and Nutrition Unit - working for a UNICEF-funded Programme for "Household Food Security in Child Survival and Development in Tanzania"

Ms. Fausta Lena - Co-operative Union of Tanzania, participated in Lusaka Workshop - on maternity leave

Mr. B. Gonelimali - appointed by SIDO as National Food Technologist for the project

Mr. Toroka - Director General, SIDO

Mr. Elisante, Dr. Chungu - Institute for Product Innovation (IPI), University of Dar es Salaam

Jul 23 Visited various women SIDO clients engaged in food-processing activities

Ms. Joyce Peters - ILO, briefed us on fish-processing projects in Bagamoyo

Jul 24 Weekend, working on changes of project document and
 Jul 25 guidelines for survey and training needs assessment, time schedule for project implementation

Jul 26 Field trip to Tanga and Kilimanjaro Regions:

Jul 27

Jul 28

Korogwe: Mr. Julius Rubagumisa - Accountant and Administrator for "Credit Scheme for Productive Activities of Women in Tanzania", joint project of ILO, UNIFEM and DANIDA

Hedaru: Ms. Anna Mwayiwa: Community Development Officer

Moshi: Mr. Mwakanyanda - SIDO Regional Economist

Losaa: Women co-operative processing milk into cheese, butter and ghee

Moshi: FECEH-Women Group: making tomato sauce and mango pickles

Moshi: Centre for Informal Sector Promotion (CISP) ILO-sponsored - Mr. Mushi

Lang'ata and Nyumba ya Mungu: visited women groups engaged in fish drying and processing

Jul 29 Ms. Lweno - Ministry of Agriculture

UNIDO Office

Dr. Chungu - IPI

Mr. Ndunguru, Mr. Mwananga, Dr. Lorri - Tanzania Food and Nutrition Centre - will make surveys on food-processing technologies available

SIDO Office: summarising results of field trip to Moshi

Jul 30 SIDO Office: finalising appointments of Ms. Mchomvu and Mr. Gonelimali

Ms. Mwangunga - SIDO, briefed her on the field trip to Moshi

UNIDO Office: Mr. Krassiakov - discussed procedures for the time of my absence

Jul 31 Weekend - Writing up guidelines for survey, workplan
Aug 01 report writing

Aug 02 UNIDO Office for print outs

Nancy Enterprise - Ms. Joyce Kagaruki

Discussion with Ms. Mchomvu on workplan, preparing local budget, preparing for meeting with Mr. Laiser

Aug 03 Discussion with Mr. Gonelimali, Ms. Mchomvu

Meeting with Mr. Laiser and Ms. Mwangunga to finalise workplan and arrangements for the survey and the training needs assessment, discussing the budget

Ministry of Industry

Vyanana Enterprise - Ms. Yovina Msowoya

- Aug 04 UNIDO Office: Mr. Krassiakov - finalising appointments of Mr. Gonelimali and Ms. Mchomvu, arranging for take over of project car
- Community Development Trust Fund (CDTF) - Ms. Mgaya
Ms. Florence Omari - SIDO client producing sausages
SIDO Office for final discussion
- Aug 05 Travel Dar es Salaam - Zurich - Graz - Loipersdorf

ANNEX II. INSTITUTIONS CONTACTED DURING MISSION

Institution	Persons contacted
Ministry of Industry and Trade	Ms. E.E. Mangesho
Ministry of Community Development Women Affairs and Children	Mr. L.G. Msimbe Ms. Habiba Mtinda
Ministry of Agriculture and and Livestock Development	Mr. Rutengwe Ms. Lweno
UNIFEM	Ms. Laetitia Mukurasi Ms. Marianne Kjellen
National Bank of Commerce	Ms. C. Kazinja Ms. Ndosi
Tanzania Food and Nutrition	Mr. Engelbert Nyangali Mr. Ndunguru Dr. Lorri Mr. Mwanganga
Cooperative and Rural Develop- ment Bank	Ms. Mary Ibrahim Likwelile
ILO-Project: Rural Youth Training and Employment	Ms. Joyce Peters
NORAD	Mr. Thorkildsen
GTZ	Dr. Andrea Iffland Dr. Gerhard Schulz
Institute for Product Innovation	Dr. Chungu Mr. Elisante
Credit Scheme for Productive Activities of Women in Tanzania	Mr. Julius Rubagunisa
Community Development Trust Fund	Ms. Mgya
Caritas Dar es Salaam	Ms. Leocadia Damas

ANNEX III:

**TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS
IN THE FOOD-PROCESSING INDUSTRY**

Joint Project of UNIDO and SIDO/SICATA

Minutes of
First Meeting on Implementation of the Programme
20th July 1993

Agenda:

1. Opening of Session
2. Information on the Food-processing Industry in the country (women in particular)
3. Adaptation of the UNIDO Training Programme to Tanzanian needs
4. Training of Trainers (TOT) Workshop
5. Any other Business

Present:

Ms. S. MWANGUNGA	SIDO, Manager Women Projects Chairlady of the Meeting
Ms. C. GRUBER	UNIDO Consultant, CTA
Ms. A. KOSTIAN	UNIDO Dar es Salaam, JPO
Mr. NDTITYE	SICATA, acting Director
Ms. C. KAZINJA	National Bank of Commerce
Ms. M. LIKWELILE	Co-operative and Rural Development Bank
Ms. H. MTINDA	Ministry of Community Development, Women Affairs and Children
Mr. MTANA	SICATA
Ms. H. MCHOMVU	SIDO, National Coordinator
Mr. MWENEMILAO	SIDO, Manager Regional Extension

Excused:

Mr. MSIMBE	Ministry of Community Development, Women Affairs and Children
Mr. E. NYANGALI	Tanzania Food and Nutrition Centre

Mrs. Mwangunga opened the meeting at 10.30 a.m. She gave a short history on how this project came into being. The six Tanzanian trainers who participated in a TOT Workshop in Lusaka in September 1989 acted as a kind of pressure group to get a similar programme started in Tanzania. Mr. Chidabwa from SICATA (who is at present for studies in Germany) was the Secretary of the group and they prepared a proposal for running several trial courses in Dar es Salaam and Iringa. They presented their proposal to UNIDO. UNIDO suggested that this proposal should be incorporated into a complete project proposal. A detailed project document was then elaborated by SIDO/SICATA and UNIDO and approved by the Ministry of Industries.

Information on food-processing industry in Tanzania

Mrs. Gruber: The project will start with a survey on the food-processing industry, mainly concentrating on the activities of women in this field. This survey should become the starting point of the project in order to identify the fields of processing and the regions where project activities will then concentrate.

There are two different target groups of women who should both benefit from the programme:

- women entrepreneurs in urban areas who already run or want to start a small-scale food-processing enterprise
- rural women who should be assisted in improving their family diets and at the same time get a chance to generate some income

The survey should take both groups into account, it should look into technologies available and used in Tanzania. It should be accompanied by an assessment of the training needs of the two different target groups.

A crucial point will also be the choice of the right the technology for the different target groups.

Mrs. Kazinja: NBC had a programme of soft loans for women to assist them in starting small enterprises, but no new loans are granted anymore. The existing projects comprise in the majority grain mills (23), bakeries, fish smoking and 1 fruit and vegetable processing enterprise in Tanga.

Mrs. Likwelile: CRDB has 5 different loan programmes but the most important is funded by the Australian Government. Australia provides Food Aid and the loans are funded through the sales of this goods. The target group are low-income women in rural or urban areas, groups or companies. Maximum loans are TSh 500,000 for individuals and TSh 1,200,000 for groups. No security is required, down payment is 10 % and the interest rate is 13 % (compared to 31 % for commercial credits). So far 828 loans have been granted for food-processing and related purposes; 36 % are poultry projects, 23 % dairy projects and 16 % mixed crop farming. Repayment rate was 53 % in 1992.

Clients are trained in the beginning in basic business skills and further training is arranged according to problems and needs arising. A close follow-up is made through the regional officers of CRDB.

Other rural credit schemes have very limited funds.

Together with the ILO a training programme for rural women is organised at the Folk Development College. Women receive training there for 1 to 2 years and are then assisted in starting income generating projects.

Mrs. Likwelile gave one example of a project: a grain mill project was started by a women's group, but the project failed because there was no proper feasibility study made. People from the area prefer to get flour from town where they have anyhow to go for many other reasons (taking children to hospital, shopping, visiting relatives etc), also people like cassava flour more than maize flour.

Mrs. Mtinda: The Ministry of Community Development, Women Affairs and Children has extension officers down to ward level; these officers being local government employees. The main role of the ministry is to make a link between rural areas and potential donors in order to:

- facilitate women's access to credit
- reduce the work load of women
- help rural women to increase their income

WAFT (Women Appropriate Food Technology) Project: to cover Dar es Salaam, Coast and Lindi region. The idea of the project was to get food processing technologies for women to help them to generate income. Women groups got training and then they received a loan in the form of technology (equipment). Main areas were: milling machines, gardening, dairy, poultry. There were difficulties in getting the WAFT project implemented.

A special Credit Scheme for women operates in Tanga and Zanzibar: 5 - 10 women receive training, then they choose a project and get a loan. Under this scheme there is a fruit and vegetable processing project in Korogwe (with UNIFEM assistance), in Arusha there is dairy and cheese making. Together with UNICEF (CSPG Programme) oil processing is done in Iringa and Singida.

In the following discussion main emphasis was given to the right choice of technology. There are certainly a lot of simple ways of preserving food, but they are restricted to small areas and not known all over the country. In the survey a close look into the different technologies used and available in Tanzania should be undertaken (CARMATEC and TEMDO in Arusha, IPI in Dar es Salaam). Some time was devoted to discuss the issue of solar energy which is still very rarely used in Tanzania.

Adaptation of training materials to Tanzanian needs

Mrs. Gruber: adapting the training materials means to take into account the Tanzanian business environment, e.g. legislation, regulations concerning food processing, packaging, taxation etc. The training materials should reflect the actual training needs of Tanzanian women. According to the two different target groups also two very different types of training approaches are necessary. The training materials should also take into account the technologies available in Tanzania. Some parts will definitely need translation into Kiswahili, especially the programme for rural women.

Mrs. Kazinja: during the Lusaka workshop some suggestions were made concerning the structure of the course (duration, target group, location, contingencies, resource persons, resource materials) and for the follow-up of participants (credit availability, marketing assistance).

Mrs. Likwelile: in some courses in rural areas a per diem is paid to the participants in order to make them free to come to the course.

There was some discussion on the point of cost-sharing of participants.

Mr. Nditye: paying fees for training is a must. SICATA and other institutions do not receive as much funds for training from donors as they used to. Therefore, they have to change their policy and participants have to bear part of the training costs. By making participants pay for the training only those who are really interested will come for training.

Although for rural areas there might be some exceptions necessary, in general the training programme for food-processing should be in line with the general policy of the executing training institution.

Another point of discussion was the participation of mothers with babies.

Mrs. Mwangunga: although great efforts were made to also accommodate mothers with babies in the training programmes, experience shows that they cannot concentrate well on the training and the effects of the training are often very limited.

Mrs. Mtinda: especially in rural areas very often the key persons for a project are mothers with babies and they should not be excluded only for the reason of having a baby.

Mr. Mwenemilao: when choosing the participants for a training course attention should be given to this fact and only women without babies should be chosen.

It was agreed upon that for rural areas some exception might be necessary to be decided according to actual needs.

The promotion of the course should be done through physical visits to potential participants.

Training of Trainers Workshop

Mrs. Gruber: planned date for TOT: 24th January to 18th February 1993

Main objectives of TOT:

- familiarize trainers with the methodology of the training programme
- adapt the training programme to Tanzanian needs

Institutions nominating trainers to participate in the TOT workshop should have a certain commitment to WID issues and the trainers should be experienced in either business/management training or food technology. Female trainers should have preference.

When choosing the TOT participants also the two different target groups have to be considered and trainers for both groups should be trained.

The representatives of the different institutions were all interested to participate in the TOT workshop. They will all be invited to nominate candidates. The invitation letter should mention the purpose of the TOT, the planned follow-up and evaluation of the project.

There should be participants from the pilot regions in rural areas.

For the TOT workshop there will be 2 trainers from SIDO/SICATA and three trainers from outside (a food technologist from England, a female trainer in entrepreneurship from Austria and a female trainer in business administration from Zambia).

Another meeting for the detailed preparation of the TOT workshop will be held in November.

Any other business

Mrs. Kazinja and Mrs. Mtinda were requested to assist in the preparation of the TOT workshop since they have experience with the methodology of the training programme.

The brain storming meeting was conducted in a very constructive manner and a lot of information and experience was exchanged.

Mrs. Mwangunga thanked the participants for their contributions and the interest shown in the subject.

The meeting was closed at 2.00 p.m.

ANNEX IV**Guidelines for a Survey on Food-Processing in Tanzania in relation to women's activities in this field****I. Objectives of the survey:**

- to be able to identify the most important fields of food-processing for women (two or three) which are suitable to be carried out in a small-scale enterprise and on which the training should concentrate
- to have a sound basis for selecting one or two areas outside Dar es Salaam where existing women entrepreneurs or women groups are able to benefit from the training programme
- to determine the demand and the markets for processed food produced by small-scale enterprises
- to gain information on organisations/institutions for future cooperation
- to identify the technologies available to and used by women in food-processing as a basis for further development

II: Background information for the survey

A lot of different surveys on food-processing, traditional and improved technologies have been carried out by various institutions. Therefore, the starting point of this survey should be the gathering of all available background information.

The following institutions have already been contacted and are ready to provide their relevant findings:

1. Tanzania Food and Nutrition Centre

Contact person: Mr. G.T.Ndunguru, Senior Programme Officer

TFNC has carried out a survey on traditional methods of food-processing, mainly looking into:

- fruits and vegetables
- cereals
- root crops (esp. cassava)
- milk processing

The findings of this survey will be made available.

At the moment one special field of interest is the processing of cassava into flour to be used in a mixture for an appropriate weaning food for babies (in collaboration with the UNICEF-sponsored programme or "Household Food Security in Child Survival and Development in Tanzania"). They have already developed manuals on improved weaning foods for babies for different regions of Tanzania.

In Singida they have a pilot project testing solar drying techniques for vegetables rich in vitamin A and C.

Mr. Ndunguru mentioned that the Community Development and Trust Fund (CDTF) is at present undertaking an analysis of food-processing technologies in order to identify problems and constraints.

2. Ministry of Community Development, Women Affairs and Children

Contact Person: Mr. L.G.Msimbe, Director for Technical and Self-Initiated Projects

Mr. Msimbe and others (among them Ms. S. Mwangunga of SIDO) carried out a survey on food storage, preservation and processing in Tanzania. The findings were published in "Women and Food Security" edited by Marilyn Carr, Intermediate Technology, London 1991, covering all SADCC countries.

Contact Person: Ms. Habiba Mtinda, Community Development Officer

Ms. Mtinda participated in the Lusaka Workshop and knows the methodology of the training programme. She is an important resource person concerning the approach towards rural women groups and has a wide experience in training and project implementation.

Contact person: Ms. Myovela, National Coordinator for Women Appropriate Food Technology Project (WAFT)

Ms. Myovela is presently on maternity leave. Her experience in the implementation of the WAFT Project will be of great benefit for this training programme.

3. Ministry of Agriculture and Livestock Development

Contact Persons: Ms. Lweno, Agricultural Training Officer
Mr. Rutengwe, Food and Nutrition Officer

The Food and Nutrition Unit coordinates the UNICEF-sponsored Programme on "Household Food Security in Child Survival and Development in Tanzania". The programme started in 1988 and has the following aims:

- promotion of cassava and other drought resistant crops
- reduction of women's workload
- nutrition education and child care

In the course of this programme various surveys on the food and nutritional situation of rural areas (Shinyanga, Mtwara) were carried out. The findings will be made available.

4. Institute of Product Innovation (IPI), University of Dar es Salaam

Contact Persons: Mr. Elisante, Development Engineer
Dr. Chungu, Senior Engineer

IPI has developed and field-tested some food-processing technologies for production at small-scale/village level:

- oil extraction
- sugar production from sugar cane
- energy-saving domestic stoves

Dr. Chungu has done several studies on women and technology, mainly looking into the social, traditional and cultural aspects that inhibit the acceptance of new technologies. He is very willing to share his experience with this training programme.

5. United Nations Development Fund for Women (UNIFEM)

Contact person: Ms. Laetitia Mukurasi

UNIFEM has carried out a number of women projects including projects in food-processing like WAFT and can provide information and experience in project implementation and in conducting training programmes for women.

The following institutions have not been contacted yet, but possibly are also able to provide valuable information:

6. Centre for Agricultural Mechanization and Rural Technology (CAMARTEC), Arusha

CAMARTEC could be a potential resource institution for food-processing technologies.

7. Community Development and Trust Fund (CDTF), Dar es Salaam

CDTF should be contacted to find out details of their intended survey and ways of cooperation should be discussed.

Any other organisations having gathered relevant information, having undertaken studies and surveys on food-processing in Tanzania should be added to this list.

III. Operational Strategy for the Survey

1. Assessment of the Information obtained

After having collected all information available on food-processing activities of women and the technologies used the assessment should be done under the following perspectives:

- to find out in which fields women are mostly engaged and evaluate why they engage in these activities
- to describe the prevailing technologies applied in food-processing activities undertaken by women
- to be able to classify women's food-processing activities according to the geographical distribution within Tanzania
- to compile a list of equipment available in the country for the most promising fields of food-processing
- to specify the demand for processed food by taking into account consumer preferences and purchasing power
- to draw conclusions from successes and good performances or mistakes and failures from other projects
- to identify the problems within the food-processing activities (technical skills, management skills, inputs, packaging, marketing etc.)

When assessing the obtained information according to the above listed criteria it will become clear in which areas further investigation is needed.

2. Completion of Data

Following the assessment of the various studies and surveys additional information on some questions will be necessary:

- List the open questions
- Work out a plan how to obtain the required information (e.g. visiting carefully chosen enterprises, making sample interviews, discussing with specialists in the field of food processing technology etc.)
- Compile the missing data

An important resource person for the whole work on the survey will be Ms. Shamsa Mwangunga of SIDO who has been working with women projects for a long time and has wide experience in training and business promotion. Her advice and guidance will be very valuable for the survey.

3. Preparation of a draft survey

The draft survey has to take into account the objectives listed under paragraph I. of this working paper.

The draft survey should cover the following issues:

- existing small-scale food-processing activities in Tanzania
- the involvement of women in the food-processing sector
- the technologies available and used by small-scale entrepreneurs
- the market for processed food

Final conclusions and eventual amendments will be made together with the CTA and the International Food Technologist.

ANNEX V:**Assessment for Training Needs for Women Entrepreneurs****I. Objectives of the Training Needs Assessment**

- to identify the specific needs of women in the food-processing sector regarding management and technical skills
- to determine the target group of women entrepreneurs who will be capable to benefit from the training programme
- to obtain a sound basis for the adaptation of the training programme to suit the specific needs of the target group
- to select other institutions besides SIDO/SICATA for future cooperation

II. Operational Strategy for the Training Needs Assessment**1. Background information**

The most important source of background information for the training needs assessment will be the survey on food-processing activities of women in Tanzania.

Other sources of information are training institutions for small-scale or informal sector entrepreneurs (SIDO/SICATA, CISP, RYTE, WAFT, CRDB, NBC etc).

2. Conducting interviews

Using the prepared questionnaire a carefully selected, representative sample of women entrepreneurs should be interviewed.

There should be two different samples of women entrepreneurs representing the two different target groups - urban and rural women entrepreneurs. SIDO clients are one important resource for choosing the sample, but also women entrepreneurs supported by other institutions should be selected.

The regional offices of SIDO should assist in covering the selected areas outside Dar es Salaam.

3. Summary of findings

The data from the questionnaires should be summarized and evaluated.

Final conclusions and eventual supplementary assessments will be made together with the CTA.

Questionnaire for Women Entrepreneurs

1. Personal Data

Name.....

Age.....Marital Status.....

If married, husband's occupation.....

Number of Children.....Ages.....

Other dependants.....

Address.....

Education.....

2. Data on the Business

Nature of your business.....

Location of business site.....

.....

Why did you take up this business.....

.....

What kind of preparation did you do before starting the
business.....

.....

Who is the owner of the enterprise.....

.....

Do you have employees.....How many.....

Source of your starting capital.....

.....

Did you apply for a loan.....

Which institution granted the loan.....

.....

What were the conditions for the loan.....

.....

Can you manage to repay the loan as required.....

.....

3. Equipment and Technology

Where did you get the equipment for your enterprise.....

.....

Are you satisfied with its performance.....

.....

Can you manage to operate and maintain it yourself.....

.....

Describe the technology used for processing.....

.....

.....

.....

.....

.....

.....

List your main problems with the equipment or technology used

.....

.....

.....

.....

.....

.....

.....

4. Costing and Pricing

What are your raw materials and what do they cost.....
.....
.....
How much rent do you have to pay.....
How much for electricity.....
How much time do you spend for your business per day.....
.....
How much do you spend for salaries of employees.....
.....
How much do you spend for transport.....
.....
Do you have to pay for a watch-man.....
How much.....
Do you have to pay any insurances.....
.....

5. Marketing

What products do you produce.....
.....
.....
Who are your main customers.....
.....
Do you sell:
Directly to customers.....
To retail shops.....
To wholesale traders.....

Who are your main competitors.....

.....
How does your price compare with the price of your competitors

.....
What efforts do you make to get more customers.....

.....
.....

6. Data on Training Requirements

Do you have training in business management.....

Do you have training in technical skills.....

Where did you get this training.....

.....

Duration of training.....

Do you think you still need more training.....

.....

In what specific fields would you like more training.....

.....

.....

How many hours per day should a training last.....

Which of the following do you think are your biggest problems:

lack of capital.....

lack of raw materials.....

high price of raw materials.....

lack of markets.....

customers have not enough money to buy.....

too much competition.....

low quality of product.....

lack of management skills.....

- lack of technical skills.....
- lack of proper equipment.....
- lack of adequate business location.....
- not enough time for the business.....
- any other problems.....
-
-

ANNEX VI:

W O R K P L A N

TIMEFRAME	T A S K S National Coordinator Mrs. H. Mchoavu	T A S K S National Food- Technologist Mr. B. Gonelimali
09.08. - 20.08.93	Holidays	Settling matters at Kilosa
23.08. - 10.09.93	Compile data for survey, concentrating on women's involvement and market	Compile data for survey, concentrating on the technologies, their availability and use
13.09. - 17.09.93	Assess the data and list open questions	Assess the data and list open questions
20.09. - 24.09.93	Compile missing information send out questionnaires for training needs assessment (SIDO Regional Offices)	Compile missing information
27.09. - 08.10.93	Draw sample for DSM women entrepreneurs interviews	Compile missing information, interviews
11.10. - 23.10.93	Prepare training needs assessment	Prepare draft survey
25.10. - 29.10.93	Extra time to cover unforseen delays	Extra time to cover unforseen delays

ANNEX VII**TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS
IN FOOD-PROCESSING****SUMMARY OF MEETING ON 3RD AUGUST 1993**

Present: Mr. Mike Laiser, Acting Director General, SIDO
 Mrs. Shamsa Mwangunga, Manager Women Projects, SIDO
 Mr. Bartholomew Gonelimali, suggested for: National
 Food Technologist, SIDO/UNIDO
 Mrs. Happiness Mchomvu, suggested for: National
 Coordinator, SIDO/UNIDO
 Mrs. Charlotte Gruber, Project Manager (CTA), UNIDO

The purpose of the meeting was to finalize the procedures for implementing Phase I:

- Survey on food-processing in relation to women's activities
- Training needs assessment among women entrepreneurs

Guidelines for conducting the survey and the training needs assessment have been prepared. The questionnaire is to be seen as a tentative proposal and should be amended according to needs and experiences gained during the interviews. The draft is stored on a disk and can be improved any time.

Mr. Gonelimali and Mrs. Mchomvu will be responsible for executing the tasks assigned to them in the workplan. SIDO will support their work as agreed upon in the project document, namely the provision of office space, administrative (secretarial) assistance, communication.

Concerning transport the following alterations should be made: SIDO will provide a car for the project activities, but due to budgetary constraints (resulting from a cut in government allocations) SIDO is not in a position to cover the running costs.

Assistance from SIDO Regional Offices in conducting the survey will require support cost to be financed by the project.

Some funds will be necessary for stationary (mainly photocopying).

Total local cost for Phase I are estimated at Tsh 1,250,000.-- to be financed by the project. A detailed budget is enclosed.

LOCAL BUDGET FOR 1ST PHASE

		TSh
1st - 3rd Week 23.08.-10.09.93	Compiling information for survey	
	Fuel (DSM and fieldtrip to Arusha)	70,000.--
	Car Service	50,000.--
	Per diem (for 5 days for 2 staff + 1 driver)	150,000.--
	Stationary	30,000.--
	Lunch allowance for driver (500.--/day)	7,500.--
4th Week 13.09-17.09.93	Assessing data and further planning	
	Fuel (mainly DSM)	15,000.--
	Stationary	10,000.--
	Lunch allowance for driver	2,500.--
5th - 7th Week 20.09.-08.10.93	Compiling missing data conducting interviews	
	Fuel (DSM, fieldtrip to Morogoro, Iringa, Mbeya)	90,000.--
	Car service	50,000.--
	Per diem (for 10 days for 2 staff + 1 driver)	300,000.--
	Stationary	25,000.--
	Lunch allowance for driver	5,000.--
8th - 9th Week 11.10.-29.10.93	Drafting reports	
	Fuel (mainly DSM)	20,000.--
	Stationary	25,000.--
	Lunch allowance for driver	5,000.--
SUPPORT COST FOR SIDO REGIONAL OFFICES		
	Fuel	50,000.--
	5 regions, 3 days each per diem for 1 staff + 1 driver	225,000.--
		<hr/>
	+ 10% Contingencies	1,130,000.-- 120,000.--
		<hr/>
TOTAL COST FOR PHASE I		1,250,000.--