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**ASSISTANCE TO ENHANCE TECHNICAL AND ENTREPRENEURIAL  
SKILLS OF BUSINESS WOMEN IN TEXTILE AND  
RELATED PRODUCTS**

US/URT/94/015

**UNITED REPUBLIC OF TANZANIA**

**Report of the evaluation mission\***

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\* This document has not been edited.

### EXPLANATORY NOTES

ADAT	Artisan Development Agency of Tanzania
BET	Board of External Trade
CTA	Chief Technical Adviser
FAWETA	Federation of Associations of Women Entrepreneurs of Tanzania
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
MCDWAC	Ministry of Community Development, Women's Affairs and Children
MIT	Ministry of Industry and Trade
MOB	Management by Objective
NGO	Non-Governmental Organization
NORAD	Norwegian Multilateral and Bilateral Assistance Programme
NPC	National Project Coordinator
PPR	Project Progress Report
SDC	Swiss Agency for Development and Cooperation
SEBA	SERO Businesswomen Association
SELFINA	SERO Leasing and Finance Company
SIDO	Small Industries Development Organization
TCDC	Technical Cooperation among Developing Countries
TOT	Training of Trainers
TRM	Tripartite Review Meeting
UCD	UNIDO Country Director

1 US Dollar = 617 Tanzanian Shilling (TSh) (September, 1997)

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## SUMMARY

### Background

The manufacturing sector in Tanzania is still in its early stages of development and still predominantly concerned with the production of consumer goods. The textile sector is particularly important as it accounts for some 37% of the employment in manufacturing. This sub-sector is being drastically restructured and modernized, with the inevitable reduction of the labour force. As a consequence, the Government is focusing attention on the development of the informal sector in order to incorporate it in the national economic planning process. The Government also remains strongly committed to the advancement of the socio-economic status of women and channels its efforts in this area through the Ministry of Community Development, Women's Affairs and Children, who is the Government counterpart agency for this particular project.

### The project

The project is basically a group training project with the objective of enhancing the technical and entrepreneurial capabilities of Tanzanian businesswomen manufacturing textiles and related products. The training was conducted by six national trainers, covering between them technical production details, fashion and marketing aspects as well as business management. Five courses of six months duration and with an average of 35 participants were organized during the project. The classroom work was limited to three days a week to permit the trainees to continue their bread-winning activities. The instructors made regular visits to the trainees' workshops to ensure correct application of the techniques learned. The progress was monitored and recorded in the project's computerized database.

A CTA and a National Project Coordinator have shared the local management and administration of the project, with a gradual transfer of responsibilities from the CTA to the National Project Coordinator. The total budget was US\$1,109,900. The project was financed by the Swiss Development Cooperation through UNIDO.

### Implementation and results

160 women entrepreneurs were trained during the project's three-year life, in addition to 22 trainers to continue the training activity outside the project. Assuming that these, in turn, each trained another 10 businesswomen, the total number of women entrepreneurs directly and indirectly reached by the project was about 400. This number could have been significantly higher had it not been for the constraint of inadequate premises.

Monitoring the effect of the training both during and after showed that more than 75 per cent of the trainees had significantly improved their businesses as a direct result of the training and that the effect was durable. The training fees charged (TSh 35,000 per person) did not cover more than 3 percent of the actual costs of the training, and the operation was thus not financially viable. Increasing the fees significantly would not be advisable as that would exclude the very category of trainees the center aims to reach.

### Conclusions

In terms of direct support the project has accomplished what it was set up to do, but the facility which implemented the programme, cannot continue its operations without continuing financial support and would have to be dismantled when external funding ceases in January 1998. In view of the pressing need to develop the informal sector which this project has addressed, it is strongly recommended that continuing financial support be sought for this facility which has demonstrated its competence, motivation and ability to produce results.

## 1. INTRODUCTION

During the Tripartite Review Meeting dated 30th January 1997, the representatives of the Ministry of Community Development Women's Affairs and Children (MCDWAC) expressed the Government's full satisfaction with the progress of the project and recommended that preparations be made for its extension for further three years beyond its current termination date of mid - January 1998. The Ministry representatives, however, requested that an in-depth evaluation be carried out before deciding what the project's possible future scope and administrative structure should be.

It is foreseen in the Project Document (para 4.6) that there would be a progressive transfer of responsibility for the implementation of the project from UNIDO to an association or a Non-Governmental Organization (NGO) which could, possibly, evolve from the project's beneficiaries and staff. Accordingly, the project staff and several other interested individuals had formed an NGO called Artisan Development Agency of Tanzania (ADAT) which was registered as a legal entity on 17th September 1996. This NGO, in UNIDO's and Ministry's view, would be an appropriate administrative structure during subsequent phases of the project.

The project's funding agencies, the Swiss Agency for Development and Cooperative (SDC) and MCDWAC cleared the terms of reference as enclosed in Annex 1 and approved the requisite budgetary provision for the evaluation (Budget revision F. dated June 1997).

The evaluation team members were: Mr. Antero Eraneva, international consultant and Ms. Hilda Mafwenga, national consultant. Following a briefing at UNIDO Headquarters in Vienna, Mr. Eraneva arrived in Tanzania on 18 September 1997 and departed on 2 October. Ms. Mafwenga started her assignment on 1 September 1997 and completed it on 30 September 1997.

## 2. PROJECT CONCEPT AND DESIGN

### 2.1 Socio-economic context

The socio-economic setting in Tanzania has not changed significantly since the project was first formulated and approved. The manufacturing sector is still in its early stages of development and still predominantly concerned with the production of food, beverages, tobacco, leather goods and textiles. The textile sub-sector is particularly important as it accounts for some 37% of the employment provided by the manufacturing sector. This sub-sector is being drastically restructured and modernized with the inevitable reduction of the labor force. This last point has forced the Government to focus attention on the need to develop the informal sector in order to incorporate it into the national economic planning process.

The Government remains strongly committed to the advancement of the socio-economic status of women and channels its efforts in this area through the Ministry of Community Development, Women's Affairs and Children, who is the Government counterpart agency for this particular project.

### 2.2 Institutional framework

While organizationally attached to Ministry of Community Development Women's Affairs and Children, the project maintained contact with other organizations and institutions active in the same field of the development of small-scale enterprises, such as Small Industry Development (SIDO), Board of External Trade (BET) in connection with participation in trade fairs and exhibitions, Federation of Business Entrepreneurs of Tanzania (FBET), SERO Business Women Association (SEBA) and SERO/SELFINA in connection with credit facilities for small-scale entrepreneurs. Also the Ministry of Industry and Trade (MIT) was aware of and involved itself in the activities of the project.

The responsibility for the implementation lay with UNIDO but, in accordance with the Project Document, a non-governmental organization ADAT was established through the initiative of the project's national staff with the objective of taking over project activities after the termination of UNIDO's involvement.

### 2.3 Relevance

There is no doubt that the project is as valid today as it was three years ago when it was first conceived. It would have significantly exceeded its targets had it not been for the constraint of inadequate premises.

The informal sector, whence the project's trainees come, in 1992 employed about 2,415,000 persons of which some 35% (845,000) were women<sup>1</sup>. It is estimated that about 15% of that number (127,000) are women running small textile businesses, most of them trying to make their businesses grow. These 127,000, then, are the main reservoir from which the trainees for a project such as this are drawn. Even if only ten per cent of this number could be reached it would still mean training 12,700 women entrepreneurs. Comparing this figure with the number of persons actually trained by this project shows how desperately relevant the project is.

The Ministry (MCDWAC) is stepping up its efforts to support small-scale enterprises - especially those run by women - and considering, among other things, the establishment of a Women Producers and Consumers Promotion Association whose main objective is to promote and encourage the development of small and medium scale women entrepreneurs through established internal and external market linkages.

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<sup>1</sup>Source: Labour Force Survey

The project continues to be in line with UNIDO's stated priorities and falls within the Organization's demonstrated capabilities. The problem the project deals with is explicitly stated in the Project Document as are its beneficiaries and the delineation between capacity building and direct support.

#### **2.4 Project design**

This direct support project has only one immediate objective:

*“To enhance the product design and quality and the entrepreneurial capabilities of business women manufacturing textiles and related products.”*

Against this objective the eleven outputs and related activities are clearly and logically stated. They were also realistic, as the achievement of the project's quantified targets bears out. There were no formal amendments during the implementation of the project, but there was one departure from the original plan: 22 additional trainers were trained to serve other regions while keeping the project's training staff (6) at the level originally planned.

The Project Document does not refer to assumptions as such but paragraph F “Risks” on page 21 of the ProDoc discusses issues that are not really risks but, more correctly, assumptions. In particular, the availability of premises is not a risk; if it were, it should have been eliminated from the outset. It is given in the subsequent paragraph “G” as a prior obligation for starting the project, but this was not fulfilled. This disregard of agreed prerequisites (the Government's obligation to provide appropriate premises for the project is stated no less than five times in the Project Document) is an issue which would merit a high-level policy discussion.

Also the future “ownership”, as it is called in the Project Document (responsibility would be a more appropriate word) of the project is not a risk. If there aren't any existing NGOs to which the project could eventually be attached one could always form one, which is exactly what happened. Similarly, the availability of qualified counterpart staff could have been stated as given rather than a “low risk.”



### 3. IMPLEMENTATION

#### 3.1 Budget and expenditures

The table below shows the breakdown of project expenditures in the five budget revisions made during the project's life.

The first budget increase (US\$126,500) was in the 3rd revision in September 1996, and the main reason for the increase was that the CTA post had been originally budgeted at a lower level than actually filled (L 6). Budget line 11-01 (CTA) was thus increased by US\$108,500.

The increase on budget line 43-00 (premises) was due to the fact that the rent for the premises had to be paid from the project budget as the Government was unable to provide suitable accommodation for the project.

The second increase (US\$21,000) was in June 1997 to cover the cost of the in-depth evaluation.

#### 3.2 Delivery of UNIDO Inputs

##### Personnel

##### (a) National

There were no delays in the recruitment of the national project persons. Both the National Project Coordinator (NPC) and the first five trainers were on board as scheduled in March 1995. The sixth trainer was recruited in July 1996 in accordance with project activities. All are well qualified in their respective fields covering, between them: product development and design, quality control, construction techniques, machine maintenance, business management skills, marketing and promotional skills. Their average cost at about US\$1,200 per work month must be regarded as reasonable.

##### (b) International

There is only one internationally recruited project staff member, the CTA, appointed in January 1995. She is well qualified for the assignment and had demonstrated her ability as the CTA of a recently completed similar project in Kenya.

##### Training

The NPC and the five national trainers recruited in March 1995 were initially taken by the CTA to Kenya for a month's exposure to the operations of the UNIDO project there (Jua Kali Women's Textile Project, DP/KEN/90/019) there. This intensive study tour enabled the Tanzanian staff, upon return, to start their project operations with confidence and without any major start-up problems.

### Equipment

Apart from the second project vehicle whose delivery was late (6 months), all other project equipment was delivered practically on schedule and in accordance with the agreed specifications. The cost exceeded the original budget by about 20%.

Budget line	Original PAD Date: 25/7/94		1st Revision PAD Date: 10/2/95		2nd Revision PAD Date: 25/1/96		3rd Revision PAD Date: 25/9/96		4th Revision PAD Date: 12/12/96		5th Revision PAD Date: 11/6/97	
	m/m	US\$	m/m	US\$	m/m	US\$	m/m	US\$	m/m	US\$	m/m	US\$
11-01	28.0	300.800	28.0	300.800	28.0	300.800	28.0	409.300	28.0	404.650	28.0	404.650
11-50	2.0	50.000	2.0	50.000	1.5	21.250	1.3	18.250	1.3	15.860	1.3	15.860
13-00		30.000		30.000		27.511		39.495		58.553		58.553
15-00		25.500		25.500		28.067		27.067		25.000		25.000
16-00		25.000		25.000		25.000		25.000		19.000		40.000
17-00	213.0	260.300	213.0	260.300	218.	250.594	215.1	246.994	215.1	245.794	215.1	245.794
21-00		0		0		6.500		5.000		5.000		2.000
32-00		50.000		50.000		50.000		50.000		50.000		50.000
33-00		30.000		30.000		33.076		33.076		33.076		33.076
41-00		55.800		55.800		37.296		35.789		37.261		41.994
42-00		100.000		100.000		120.071		127.328		127.328		125.595
43-00		0		4.000		16.200		25.413		25.413		25.413
51-00		35.000		31.000		46.035		46.188		41.965		41.965
99-99	243	962.400	243	962.400	248	962.400	244.4	1,088.900	244.4	1,088.900	244.4	1,109.900

### 3.3 Delivery of the client's inputs

According to the Project Document "the Ministry of Community Development, Women's Affairs and Children will provide premises and logistic support".

Initially, space was allocated for the project on the premises of Tanzania Bureau of Standards (TBS) and during the first 18 months the project was housed there, the Ministry contributed TShs.6,847,500 towards the rent while US\$6,600 was paid from the project budget.

In 1996 the project moved to its present premises rented from an NGO called Nyumba ya Sanaa (House of Art) and the entire rent (US\$1,000/month) is paid from the project budget. The "logistic support" refers to the issuance of customs clearances, work permits, etc.

### 3.4 Activities/use of the inputs

The project uses both long-term and short-term work plans and monitors the progress regularly at all levels.

Among the first activities of the project was a complete review of the Project Document with all members of the staff to ensure that there was full understanding of the objectives, outputs and activities. A tentative work plan for the project as a whole was then produced (Annex 3A) and this was updated on a yearly basis (see example in Annex 3B). Short-term goals are being addressed on a monthly basis by each trainer using the "management by objective (MBO)" approach. An example of this is attached as Annex 3C. In this example the course content is first outlined (in this case textile design and surface finishing), followed by an MBO plan for the month of August 1996 and its subsequent evaluation by the trainer concerned (M. Chidosa). The National Project Coordinator monitors the programmes of the six trainers to ensure their compliance with the overall plan. This integrated approach functions well and gives the CTA a good overview of the project's progress. It also permits accurate quarterly reporting, an example of which is attached as Annex D.

The main training activity of the project is organized into five six-month training programmes of which the fifth (and final) is currently in progress. In addition, short courses in specific topics such as tie-dye/batik printing are organized as needed. In conjunction with the six-month courses and partly integrated with them, training of trainers (TOT) is being conducted. The second TOT programme is currently underway and will be completed by the end of the project. The output of this training, 22 trainers, was not included in the Project Document. The activity was added in response to urgent need for qualified trainers in rural areas.

In keeping with the approach explained in the Project Document, classroom work (3 days a week) is integrated with practical consultancy in the trainees' own businesses on a regular (monthly) basis. In addition to ensuring that the skills learned in the classroom are being correctly applied in the trainee's own working environment, this also enables the trainer to monitor the progress and thus assess the effectiveness of the training. The information thus gathered is systematically tabulated and stored in the project's computerized data base.

Regular staff meetings provide a forum for comparing experiences and exchanging views on possible alternative approaches.

The only instance of cooperation with other developing countries (TCDC) in this project was the initial visits to Kenya by the project's staff to learn from the experiences of the UNIDO project in Nairobi (DP/KEN/90/019).

### 3.5 Assumptions

As already mentioned in Para 2.4 the main assumption, given as a prior obligation in the Project Document, was that the Government would provide adequate premises for the project. This did not materialize, and the project is operating in rented premises, paid for from the project budget. These premises are not ideal but this has not significantly affected the attainment of the project's stated outputs which, however, could have been exceeded had it not been for the constraints of space.

### 3.6 Project management

The project staff consists of the CTA, National Project Coordinator and six trainers supported by secretarial staff and a driver.

The product of this project, the training of women entrepreneurs, is now produced rather independently by the six trainers, coordinated by the CTA and the NPC. This is possible owing to the technical competence and commitment of the trainers. The planning of the work and its monitoring as described in para 3.4 function well. The CTA and her counterpart the NPC can thus limit themselves largely to overall guidance and administrative tasks. Their respective roles, although clearly spelled out in their job descriptions, are not always, in practice as clear as they should be. The planned gradual transfer of the CTA's duties to the NPC does not seem to be taking place in an organized and unambiguous fashion. There was a poor working relationship between the CTA and her chief Government counterpart, the Director of Women's Affairs at the Ministry of Community Development, Women's Affairs and Children. This put the NPC into a difficult situation where she has had to act as the sole intermediary between the Government and the project. It has limited the CTA's contact with the counterpart Ministry and, because the Director of Women's Affairs is also the Chairperson of the project's Steering Committee, led to a virtual exclusion of the Steering Committee from the affairs of the project.

The Steering Committee, constituted in accordance with the Project Document, has met only once after its initial establishment. The members of the Committee are very critical of this and blame the CTA for disregarding the Committee.

It is obvious that a useful management tool, an advisory body with influential membership, is being neglected here, and it would be advisable to rectify the situation urgently by convening a meeting of the Committee before the next Tripartite Review Meeting to seek the Committee's advice on central issues such as the modality of continuing the project's activities beyond the current termination date of January 1998.

Regrettable as the personal animosity between the CTA and the Director of Women's Affairs is, there is no evidence to suggest that it would have had any detrimental effect on the attainment of the project's objectives. The nature of the project is such that, once set up, it continues functioning on the strength of its internal planning and monitoring system without much external influence. For the same reason UNIDO backstopping had an easy task. Headquarters staff participated in the formulation of the project and in two subsequent Tripartite Review Meetings, but there have been no major reasons for interference - if the non-fulfillment of the Government's prior obligation to provide adequate premises is conveniently disregarded.

The contact between the CTA and the backstopping staff at UNIDO Headquarters has been frequent, with almost daily exchanges of e-mail. This has ensured prompt response to requests from the field and kept UNIDO Headquarters fully abreast with events in the project - without, however leading to unnecessary interference from the Headquarters in the local management of the project by the CTA.

## 4. RESULTS

### 4.1 Production of outputs

#### Output 1. Market needs survey for product development.

This output, in the sense that was specified in the Product Document, was completed during the first year but the market survey activity was subsequently expanded in scope so as to become virtually an on-going activity that ensures relevance of the training program - especially in respect of new products.

#### Output 2. Six national experts exposed to the functioning of a similar project in Nairobi.

The output was satisfactorily completed at the beginning of the project.

#### Output 3. An operational training facility to accommodate the project.

The present facility, rented from a NGO Nyumba ya Sanaa is not ideal but it serves the purposes of the project and the training has been successfully conducted from these premises for nearly 18 months.

#### Output 4. Training documents on specific courses and methodology.

These were completed during the first year, but are constantly being adapted to the individual needs of the trainees.

#### Output 5. Administrative procedures addressing the issue of sustainability.

This has been discussed throughout the project's life and has led to the establishment of a credible fee structure for the training, an NGO to take over the project upon the termination of UNIDO's involvement and, finally, the development of a business plan and sustainability strategy for this NGO (Artisan Development Agency of Tanzania, ADAT). Completed to the extent possible at the present time.

#### Output 6. Database including information on material sourcing, market opportunities, credit sources and follow-up data on trainees.

The design and programming of the database was done at the beginning of the project; the accumulation of information has been an on-going activity. It is being used both for staff development and for monitoring the effect of the training.

#### Output 7. Retail outlet/showroom for products and practical market training.

This output has been deferred to a possible later phase as donor funds were not available for the purpose at this time.

#### Output 8. Report on findings and recommendations of environment consultant.

It was intended to sub-contract this activity to another, local UNIDO project (EP/GLO/95/002 Assistance to National Cleaner Production); however this cooperation has not materialized. To cover the subject matter the UNIDO backstopping officer conducted a three-day seminar in January 1996 the substance of which has been incorporated in the curricula.

**Output 9.** Report of national expert on traditional designs and production techniques.

Completed in February 1996. Practical application of the recommendations with respect to production techniques were limited because of cost. Traditional designs were already being used by the trainers.

**Output 10.** Tracer Study report.

The purpose of the study is given in the Project Document simply “to follow up the activities of former trainees.” The study was commissioned to a local consulting firm in May 1997 with the following terms of reference, prepared the project and cleared by UNIDO Headquarters:

1. Review all recorded documentation and data collected on past trainees data sheets held in project files.
2. Advise on collection methodology in relation to time spent on collection vs use or value of it to the beneficiaries, UNIDO, URT and the donor. (A cost analysis of this activity is necessary for the sustainability issue for long term planning.)
3. Collect information from past trainees within greater Dar es Salaam.
4. Collect information from current 6 months trainees.
5. Collect information from current Training of Trainers.
6. Evaluation of collected information identifying strengths and weaknesses with recommendations as applicable.
7. Preparation of report with four hard copies and one diskette LWP format to be submitted upon completion of study not later than four weeks from start of study.

The draft report, submitted in July 1997, was harshly criticized by the CTA, UCD and UNIDO but, to be fair to the consultant, his terms of reference also are open for criticism:

Item 1 of the TOR urges the consultant to “review all recorded documentation” but does not specify with respect to what.

Item 2 is rather unclear.

Items 3 - 5 simply urge the consultant to “collect information” without specifying what kind.

Item 6 calls for an evaluation of the collected information to “identify strengths and weaknesses” but does not say of what.

Item 7 calls for a report in four hard copies.

It would seem that since the progress of the trainees was being systematically monitored by the trainers during their field visits and the information thus collected in a standard format in the project’s computerized database, that it would be useful to attempt to collect the same information also from past trainees.

Comparing that with the information collected during the training would yield data on the sustainability of the effect of the training received. That, surely, would be of interest to the Government, UNIDO and the donor. The consultant should thus be encouraged to look for comparative data on issues such as:

- growing of business,
- additional employment,
- number of other persons trained,
- access to credit,
- tendency to group formation, (for easier credit, etc)
- diversification of production.

**Output 11.** Manual on textile and textile product design.

Completed early 1997 by the project's national staff. Substance is integrated into the training program.

**4.2 Achievement of the immediate objective (effectiveness)**

When compared with the expected end-of-project situation as described in para B.2 of the Project Document the project has, by large, accomplished what it was set up to do:

- There is an operational and competent training center for the development of the entrepreneurial skills of businesswomen;
- The group training at the center is conducted by six professionally qualified and experienced national staff;
- A total of 160 trainees have completed one of the five 6-month training courses in addition to 22 who have been trained as trainers and who are now carrying out training programmes outside the project. Making the (conservative) assumption that each of those 22 trainers will have trained a further 10 persons during the first six months following the project's termination, one may conclude that a total of at least 400 women entrepreneurs have been trained as a direct and indirect consequence of the project;
- A computerized database has been set up and used to monitor the progress and effect of the training.
- The center now has a complete set of course curricula, adjusted to the specific requirements of each course and thus flexible and easily adaptable to the, often heterogenous, groups of trainees;

In terms of such concrete, quantified targets the project has undoubtedly achieved its objectives - even exceeded them. But when it comes to questions such as the creation of additional employment, building up national confidence, environmental issues and quality improvement, it becomes more difficult to measure the project's impact except through subjective assessment in the absence of usable yardsticks. Interviews with trainees who graduated from the first three courses and who, between them, cover performance levels A-B-C, reveal that all have improved the operations of their enterprises by adding at least one new product line, by being able to better track their cash flows and by being generally more confident in conducting their businesses. All this has not yet, however, translated into higher returns from their businesses owing to a difficult business climate.

The Tracer Study report confirms the positive effects of the training and concludes, among other things, that, "compared with the baseline data the trainees' incomes have been growing and their net worth increased."

This general conclusion is, however, somewhat suspect. It is based on interviews with 22 former trainees, selected from the 27 who responded to the initial questionnaire sent by the consultant to 78 former trainees. One must assume that those who responded, would be among the most active trainees whose performance during the training was likely to have been good and who would be likely to make the most of their training. If this assumption is correct, the sample of 22 is not representative of the trainees as a whole. However, the evaluation team interviewed a different sample which it regarded as being more representative of the trainees as a whole. The results of these interviews neutralize the bias of the Tracer Study and one may conclude that more than 75 per cent of all trainees have benefited from the training.

Nearly all of the former trainees in the most successful group reported a significant increase in their income (50-100%) and attributed this to the training received. They had also increased the number of persons they employ by two or three and, in addition, assisted other artisans, friends and family members in improving their skills. This was confirmed in the interviews conducted by the evaluation team although, as mentioned above, the improvements in that group had not yet translated to higher incomes.

### **4.3 Contribution to the development objective**

Accepting that the project has accomplished its objectives as set out in the Project Document it becomes a foregone conclusion that it has contributed - to the extent its resources have permitted - to the development objective of "development of women's participation as entrepreneurs in the textile products sub-sector in Tanzania." This has been confirmed in all interviews conducted by the evaluation team.

### **4.4 Sustainability**

The question of sustainability has to be examined at two levels:

- (a) The sustainability of the effect of the training on the women entrepreneurs who participated in the courses offered by the center, and
- (b) the sustainability of the training center as a viable operation.

At the trainee level the Tracer Study should have established the sustainability of the effect of training had it been properly conducted. But even so, there are enough indications, both from the Tracer Study and from interviews of former trainees, conducted by the evaluation team, that the positive effect of the training has proved to be durable. This is definitely the case with the groups examined and there is no reason to assume that there would have been no durable effect on the rest.

The center itself, however, is not a financially viable operation at the present time. It has competent, dedicated and committed staff, its physical facilities, while not sumptuous, are adequate, it has good, adaptable and tested curricula for the areas of training it covers and it has a well-functioning system of work plans and the monitoring of results. But it is not yet financially viable - and cannot realistically be expected to be.



In rough figures, and using US\$ for the sake of smaller numbers, the total cost for running the Center for a month (excluding the cost of the CTA) is about US\$10,000 - consisting of:

staff salaries	78 %
rent and utilities	12 %
depreciation of equipment	6 %
miscellaneous	<u>4 %</u>
	100 %

Six months will thus cost US\$60,000 - and with 30 participants in each six month course, the cost per participant would be US\$2,000-. It might be possible to increase the number of participants in a course to 40 which would bring down the cost per participant to US\$1,500-, close to the figure reached in the Kenya project.

By comparison, the Center's savings from training fees (US\$55 per trainee), accumulated during two and a half years, amount to about US\$13,500. - enough to sustain the Center for less than two months after the termination of external assistance.

## 5. CONCLUSIONS

The project was formulated to address a clearly identifiable need - to enhance the technical and commercial capability of businesswomen manufacturing textile and related products. The Project Document is straight forward; its objective, outputs and activities well defined and quantified. It was implemented according to plan and most of its eleven outputs were satisfactorily produced.

It is essentially a group training project, with competent national staff responsible for the training, and, as such, it was always regarded as direct assistance as opposed to a capacity building project. In fact it should have been classified as being both direct support and capacity building, with appropriate provisions for sustaining the latter at the end of the external assistance. That was not done and, as a result, while the direct assistance (= training of women entrepreneurs) has been successfully completed and the quantified targets in the Project Document met, the facility itself is not financially viable and cannot continue to perform its training function without further financial assistance. The fact that an NGO has been established to function as an organizational body does not alleviate the need for external assistance. Such assistance would be well justified on the grounds that a functioning training facility, manned by an experienced team of competent and committed national trainers, is in place and has demonstrated its ability to meet the training needs of women entrepreneurs. Without further support the center will cease functioning within a couple of months.

It should be borne in mind, moreover, that training projects such as this probably cannot ever be self-sustaining. If the training fees were to be raised to a level where they would cover the costs, this would automatically exclude the very type of trainee whose needs the project aims to address.

## 6. RECOMMENDATIONS

- Complete a follow-up Project Document and its supporting information (Business Plan), emphasizing capacity building, and seek further external assistance to enable the Centre to continue its activities. (Government and UNIDO).
- Strengthen the established NGO (ADAT) by making it more broadly-based than it is at present. It would be especially important to include in its membership as many former trainees as possible to ensure continued relevance and development of the Centre's activities with a view of ADAT eventually becoming an autonomous body. The support of the Directorate for Women's Affairs in strengthening the role of ADAT is crucial.
- If the Centre's training activities continue as hoped and envisaged, and the number of trained entrepreneurs grows, a retail outlet/showroom will become essential. It should definitely be included in the planned activities of ADAT.
- Ensure full involvement of the Steering Committee in the affairs of both the present project in its final months and of its follow-up phase. (Government and UNIDO).

## 7. LESSONS LEARNED

Probably the single, most important lesson to be learned from this project is the need to look beyond the scheduled termination date of a project already at the time of its formulation, i.e. to consider the after-the-end-of-project situation. Had this been done with this project - with a concurrent analysis of the outputs - it would have been obvious from the outset that the project is essentially an institution-building project and not direct support. This would have forced the formulators to consider the sustainability question from the beginning and led to either a plausible solution - or to abandonment of the project idea.

From the project's eleven outputs, eight (Outputs 3, 4, 5, 6, 7, 8, 9 and 11) are of institution-building character and only three (Outputs 1, 2 and 10) are direct support. Yet, throughout the project's life, in the periodic Project Performance Reports (PPRs), the project is always referred to as a direct support project. It was evidently also approved as such by UNIDO, the Government and the donor - despite the fact that the cost of enhancing the skill level of 160 woman entrepreneurs at US\$ 6,000 - per person really must be regarded as excessive. A training project of this type would clearly make sense only if the initial outlay will yield higher returns over the long term. Stopping the effort at 160 trainees - while theoretically in line with national development objectives - will not have a noticeable impact on them and would not be cost-effective.

The existing project formulation guidelines do not really cover a situation such as this adequately. Drafted according to these guidelines the project has been formulated correctly and consequently, in this evaluation, its results have been weighed against its stated outputs and objectives and not been found wanting. Nevertheless, one is left with an uneasy feeling that all is not that perfect. Perhaps the time has come, particularly in view of dwindling resources, to take a harder look at the very type of projects UNIDO should be involved in.

For this particular project it is too late to change course drastically. The Centre is performing a useful service that deserves continuing financial support without which it cannot continue to function. It should continue its group training as a core activity - augmented, perhaps, by more lucrative short-term courses on specialized topics - until a sufficient number of woman entrepreneurs have been trained to a level where they could form, e.g. a cooperative, with the Centre as its marketing and materials supply channel.

Prepared by: Y.H. Lee  
 ISED/AGRO  
 Cleared by: Mr. J. Navratil  
 GM/PCO/EVAL

In-depth Evaluation

US/URT/94/015

Assistance to Enhance Technical and Entrepreneurial Skills of  
 Businesswomen in Textile and Related Products

TERMS OF REFERENCE

1. **BACKGROUND**

1.1 **Objectives**

The development objective of the project is to develop women's participation as entrepreneurs in the textile products sub-sector in Tanzania.

The immediate objective of the project is to enhance the product design and quality, and the entrepreneurial capabilities of businesswomen manufacturing textiles and related products.

1.2 **Problems Addressed**

The textile subsector of Tanzania is particularly important as it accounts for over 37% of the employment provided by the manufacturing sector and 17.7% of Manufacture Value Added (MVA). A large number of female entrepreneurs own and operate micro- to small-scale enterprises in the textile subsector although they are facing problems due to liberalized imports of cheap garments. The garment industry has been particularly affected by uncontrolled dumping of second-hand clothing. Some enterprises have found a niche with batik and tie-dye garments which are not imported.

The following main needs and problems of the women entrepreneurs were identified:

- **Lack of skills:** Both managerial and technical, i.e., design, colour technology, fashion trends, standardization/quality control, productivity and production techniques. There is a need for tailor-made integrated training programmes, specially designed for women entrepreneurs with multiple roles, on production and management techniques which also address the environmental aspects of production.
- **Marketing:** Lack of information and access to national and international markets. Poor product design is another bottleneck in marketing.

- **Financial problems: Acute need for soft loans, insufficient funds for credit at the banks.**
- **Raw materials and inputs: There is an identified need for better access to and availability of raw materials and inputs.**

### 1.3 Project Strategy and Institutional Arrangements

The training approach is holistic. It addresses both the technical and business management aspects. The training schedules are made flexible, also part-time, to enable women entrepreneurs to attend training courses regularly while, at the same time, they attend to their businesses and families. The duration of the training courses is six months. A training fee is charged related to training costs and the paying capability of the trainees.

The number of trainees per trainer is between 6 to 11, depending on the convenience of facilities.

The project is hosted by the Ministry of Community Development Women Affairs and Children (the development partner) but has an autonomous status. The implementation of the project evolves from an initial direct implementation by UNIDO to the progressive transfer of the project "ownership" either to an association/NGO which could evolve from the target group, or to a private trainer/consultant group or company.

The CTA and the project staff have actively searched for options of ownership of the project commensurate with its business spirit and private sector development efforts. The establishment of an association of businesswomen in the subsector has been encouraged and assisted as such an institution would constitute the ideal option for the ownership of the project. With the assistance of the CTA, the project staff and several interested individuals have formed an NGO called "Artisan Development Agency of Tanzania"(ADAT) which was registered as a legal entity on 17/09/96.

### 1.4 Project History

- **Implementation commenced: 15/01/95**
- **First Tripartite Review Meeting: 30/01/96**
- **Second Tripartite Review Meeting: 30/01/97**
- **Project end-date: 14/01/98**

During the second Tripartite Review Meeting the Ministry of Community Development Women Affairs and Children requested an in-depth evaluation of the project.

## 2. PURPOSE, SCOPE AND METHOD OF EVALUATION

### 2.1 Purpose

The purpose of this in-depth evaluation is to enable the Government bodies, UNIDO and the donor to learn lessons from the on-going project and take decisions regarding its extension.

### 2.2 Scope

In-depth evaluation is an activity in the project cycle which attempts to determine as systematically and objectively as possible the relevance, efficiency, effectiveness, impact and sustainability of the project. The evaluation will assess the achievements of the project against its objectives, including a re-examination of the relevance of the objectives and of the project design. It will also assess to what degree the assumptions/risks as identified in the project document held true/occurred and identify other factors that have facilitated or impeded the achievement of the objectives.

In particular the evaluation will address the following issues:

#### *Relevance*

- existence of an effective demand for the training and other services
- position of the project in the institutional framework of the country
- relation of the direct support and local capability building
- linkages and cooperation arrangements with other relevant organizations and bodies
- transparency of the design (means-end relationship, allocation of responsibilities, indicators, etc.)

#### *Efficiency*

- Quantity, quality and timeliness of UNIDO support
- Inputs and activities of the development partner in relation to the costs
- Project management by the development partner, Steering Committee and UNIDO
- Production of the Outputs, in particular development of local capabilities (staff, methodological tools, databases, etc.) and of women entrepreneurs

- Clarity of roles, procedures and methods
- The quality of the training delivered at both trainers and trainees level

#### *Effectiveness*

- Use of the services offered by the project
- Assessment of the quality (relevance, appropriateness) of the services by the end-users
- Cost effectiveness of the training delivered

#### *Impact*

- Change in product design and product quality
- Change in entrepreneurial performance of the target beneficiaries
- Change in staff capability
- Other socio-economic changes brought by the project (change in the status of target beneficiaries, spill-over and multiplier effects, etc.)

#### *Sustainability*

- Commitment of the development partner
- Assessment of the sustainability of the women entrepreneurs trained, i.e. their ability to carry out their business activities in an efficient and effective manner without any further outside support
- Assessment of the sustainability of the newly established NGO in terms of finance, constitution, board of directors, organisation structure, administrative procedures, professional capabilities, delivery of services, etc. as well as the practicality of a plan for progressive transfer of the project ownership to the NGO.

### 2.3 Method

At the beginning of the mission the evaluation team will be briefed by the UNIDO Evaluation Branch, review project documentation available at UNIDO HQs and interview UNIDO staff involved in the project. This will include review of the documentary outputs (technical reports) produced by the project.

In the field the mission will interview project staff, the development partner and a sample of target beneficiaries. The mission will also consult the UCD office and other related or relevant local institutions and organizations.

Although the mission should feel free to discuss with the authorities concerned all matters relevant to its assignment, it is not authorized to make any commitment on behalf of UNIDO or a donor.

### **3. COMPOSITION OF THE TEAM**

The evaluation will consist of one consultant with background in the textile industry. Experience in small-scale enterprise promotion as well as knowledge and awareness of Tanzanian socio-economic background would be an additional asset. One national expert will also be involved, preferably with experience in gender development. The evaluators should not have been directly involved in the designing or implementation of the project.

### **4. TIMETABLE AND THE REPORT**

The field mission of the consultant, including one day briefing and two days debriefing in Vienna will last two weeks. It will start approximately in August 1997.

Main findings, conclusions and recommendations will be presented to the development partner of the project, the UCD office and other concerned parties in the country before the departure of the mission. During the debriefing in Vienna the conclusions and recommendations will be presented to the UNIDO staff and the representative of the donor. The draft report will be presented to the UNIDO staff involved for comments and factual corrections, if any, at the latest two weeks after the field mission. Three days after the receipt of the comments the team will finalize the report and submit it to UNIDO (3 hard copies and a diskette in WP51 format).



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
UNIDO

Project in the United Republic of Tanzania

JOB DESCRIPTION  
US/URT/94/015/16-11A/0720C0

- TITLE OF ASSIGNMENT:** In-depth Evaluation for Project US/URT/94/015 on "Assistance to Enhance Technical and Entrepreneurial Skills of Businesswomen in Textile and Related Products"
- PURPOSE OF THE EVALUATION:** To enable the Government bodies, UNIDO and the donor (Switzerland) to learn lessons from the on-going project and take decisions regarding its extension.
- POST TITLE:** International Evaluation Consultant (Team Leader)
- DURATION:** 1 work/month (2 days briefing in Vienna; 2 weeks field-work in Tanzania; 2 days debriefing in Vienna; and the balance home-base)
- DATE REQUIRED:** As soon as possible
- DUTY STATION:** Dar-es-Salaam, Tanzania with local travel within the country; Vienna
- DUTIES:** In collaboration with a National Evaluation Consultant (Team Member), through review of documentation, interviews with the substantive officials, project staff, beneficiaries, development partner, donor and other relevant organizations, the incumbent will:
1. systematically and objectively determine the relevance, efficiency, effectiveness, impact and sustainability of the project, addressing the following issues in particular:
 

*Relevance*

    - existence of an effective demand for the training and other services
    - position of the project in the institutional framework of the country
    - relation of the direct support and local capability building
    - linkages and cooperation arrangements with other relevant organizations and bodies
    - transparency of the design (means-end relationship, allocation of responsibilities, indicators, etc.)

*Efficiency*

- Quantity, quality and timeliness of UNIDO support
- Inputs and activities of the development partner in relation to the costs
- Project management by the development partner, Steering Committee and UNIDO
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- The quality of the training delivered at both trainers and trainees level

*Effectiveness*

- Use of the services offered by the project
- \* Assessment of the quality (relevance, appropriateness) of the services by the end-users
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- Assessment of the sustainability of the newly established NGO in terms of finance, constitution, board of directors, organisation structure, administrative procedures, professional capabilities, delivery of services, etc. as well as the practicality of a plan for progressive transfer of the project ownership to the NGO.

2. assess the achievements of the project against its objectives, including a re-examination of the relevance of the objectives and of the project design;
3. present the main findings, conclusions and recommendations to the development partner, the UCD office, substantive UNIDO officials, representative of the donor and other concerned parties; and
4. synthesize the findings and the conclusions of the in-depth evaluation and prepare the final evaluation report.

**QUALIFICATIONS:** The candidate should possess extensive experience in the textile industry. Experience in SME development for rural based informal sector in textiles encompassing women entrepreneurship development, capacity building and institutional development is desirable. Knowledge and awareness of Tanzanian socio-economic background would be \*an asset. Experience in industrial restructuring and organization with regard to African Context and evaluation of technical cooperation activities under the UN system highly desirable.

**LANGUAGE:** English

**BACKGROUND INFORMATION:** For detailed information and the activities to be carried out, please see attached terms of reference.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
UNIDO

Project in the United Republic of Tanzania

JOB DESCRIPTION  
US/URT/94/015/16-11B/0720C0

TITLE OF ASSIGNMENT	In-depth Evaluation for Project US/URT/94/015 on "Assistance to Enhance Technical and Entrepreneurial Skills of Businesswomen in Textile and Related Products"
PURPOSE OF THE EVALUATION:	To enable the Government bodies, UNIDO and the donor (Switzerland) to learn lessons from the on-going project and take decisions regarding its extension.
POST TITLE:	National Evaluation Consultant (Team Member)
DURATION:	1 work/month
DATE REQUIRED:	Matching Team Leader's mission dates
DUTY STATION:	Dar-es-Salaam, Tanzania with local travel within the country
DUTIES:	<p>In close consultation with the UCD office and under the guidance of the International Evaluation Consultant (Team Leader), through review of documentation, interviews with the substantive officials, project staff, beneficiaries, development partner, donor and other relevant organizations, the incumbent will assist the Team Leader in data/information collection within the framework of Tanzanian socio-economic background to cover the following:</p> <ol style="list-style-type: none"> <li>1. systematically and objectively determine the relevance, efficiency, effectiveness, impact and sustainability of the project, addressing the following issues in particular: <ul style="list-style-type: none"> <li><i>Relevance</i></li> <li>- existence of an effective demand for the training and other services</li> <li>- position of the project in the institutional framework of the country</li> <li>- relation of the direct support and local capability building</li> <li>- linkages and cooperation arrangements with other relevant organizations and bodies</li> </ul> </li> </ol>

- transparency of the design (means-end relationship, allocation of responsibilities, indicators, etc.)

#### *Efficiency*

- Quantity, quality and timeliness of UNIDO support
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progressive transfer of the project ownership to the NGO.

2. assess the achievements of the project against its objectives, including a re-examination of the relevance of the objectives and of the project design;
3. participate in meetings with and presentations to the development partner, the UCD office, representative of the donor and other concerned parties; and
4. assist in the preparation of the evaluation report summarizing the findings and conclusions of the in-depth evaluation with the Team Leader.

**QUALIFICATIONS:** Extensive experience in textile industry, small-scale enterprise promotion, programme evaluation as well as knowledge of Tanzanian socio-economic background is essential. Experience in industrial restructuring and organization with regard to African Context and evaluation of technical cooperation activities under the UN system is highly desirable.

**LANGUAGE:** English and Swahili

**BACKGROUND INFORMATION:** For detailed information and the activities to be carried out, please see attached terms of reference.

**ORGANIZATIONS VISITED AND PERSONS MET**

<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
<b><u>GOVERNMENT</u></b>		
1. Hon. Mary Nagu	Minister	Ministry of Community Development Women Affairs and Children
2. Ms. P. Ole Kambaine	Director of Women & children affairs	Ministry of Community Development Women Affairs & Children
3. Hon. Shamim Khan	Deputy Minister	Ministry of Industries and Trade
4. Mr. Ngemera	Director of Planning	Ministry of Industries and Trade
<b><u>UNDP</u></b>		
5. Mr. Victor Angelo	Resident Representative	UNDP
6. Mr. Joseph Hebga	UNIDO Country Director	UNIDO
<b><u>CENTER</u></b>		
7. Ms. Doris Petersham	Chief Technical Adviser	Tanzania Business Women's Textile Project (TBWTP)
8. Ms. Angela Mwaikambo	National Project Coordinator	TBWTP

9. Ms. Marie Cidosa	Trainer- New product development surface design and finishing	TBWTP
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10. Ms. Sophia Maryogo	Trainer- New product construction, production techniques and quality control	TBWTP
11. Mr. Leons Mtana	Trainer- Machine maintenance, repair & stitch techniques	TBWTP
13. Mr. Victor Mahimbo	Trainer- Entrepreneurial and business management skills.	TBWTP
14. Ms. Elizabeth Masawe	Trainer- Marketing and promotional skills	TBWTP.
<b><u>TRAINEES</u></b>		
15. Martha Runyoro 16. Rehema Mabena 17. Janeth Zakaria 18. Newster Nkongo 19. Vicky Mwanga 20. Rose Mwakalukwa 21. Agnes Sangijo 22. Eunice Vuhaula 23. Sarah Malimali 24. Amina Mahimbo 25. Mary Sizya 26. Sikitu Masangula	Trainee	TBWTP-G2 - G3 - G1 - G3 - G3 - G2 - G3 - G1 - G2 - G2 - G1 - G3
G1- intake 1, G2- intake 2 G3- intake 3		
<b><u>OTHERS</u></b>		
27. Ms. Victoria Kisyombe	Executive Chairperson	SERO
28. Ms. Monica Ndobu	Deputy Manager	SERO-SELFINA( Leasing and Financing company)
29. Mr. Rashid Mbuguni	Steering Committee Member (Owner and Director )	Business Care Services
30. Mr Mike Laizer	Steering Committee member ( Deputy Executive Director)	National Income Generation programme.( NIGP)
31. Mr. N. Zingg	Head	Swiss Development Agency and Cooperation



32. Ms Teresia Genda	Programme Officer	Swiss Development Agency and Cooperation
33. Mr. L.A.M. Maganya	Head Extension Services	Small Scale Industries Development Organisation (SIDO)- GTZ project
34. Ms. Halima Sonje	Chairperson	Juhudi Women group
35. Mr. Morten. Heide	Second Secretary	Norwegian Embassy
36. Mr. Kasim Hussein	Tracer Study Consultant	REDMA.( Resource Development and Management Associates,)
37. Mr.C. Kindino	Board of Directors Member	REDMA

TENTATIVE WORKPLAN

OUTPUT 1 - MARKET NEEDS SURVEY FOR PRODUCT DEVELOPMENT

- 1.1 Formulation of survey methodology
- 1.2 Instruction to trainers/experts on above activity
- 1.3 Effecting of market survey
- 1.4 Evaluation of market survey to identify specific need for product development and target markets.
- 1.5 Preparation of brochure and other promotional materials to advertise training
- 1.6 Distribution of above materials in conjunction with activity 1.5
- 1.7 A major activity during the market survey exercise will be the dissemination of information and advertising for the project to potential trainees in order to utilize the input time more advantageously.
- 1.8 Assessment of the viability of a retail outlet/showroom for products produced by the trainees for practical market training

OUTPUT 2 - SIX NATIONAL EXPERTS EXPOSED TO THE FUNCTIONING OF A SIMILAR PROJECT IN NAIROBI

- 2.1 Preparation and advertising for the national experts
- 2.2 Recruitment of the national experts
- 2.3 Study tour/TOT by Tanzanian staff to Nairobi project.

OUTPUT 3 - AN OPERATIONAL TRAINING FACILITY TO ACCOMMODATE THE PROJECT

- 3.1 Facility preparation for following disciplines
  - 3.1.1 Procurement of all necessary equipment, supplies
  - 3.1.2 New product design and development studios
  - 3.1.3 Product construction

	1994	1995	1996	1997
1.1	x			
1.2	x			
1.3		x		
1.4			x	
1.5		x		
1.6	x		x	
1.7	x		x	
1.8	x			
2.1	x			
2.2	x			
2.3		x		
3.1				
3.1.1	x	x	x	x
3.1.2	x	x	x	x
3.1.3	x	x	x	x



**OUTPUT 5 - ADMINISTRATIVE PROCEDURES ADDRESSING THE SUSTAINABILITY**

- 5.1 Preparation of costing and implementation of course fee structure.
- 5.2 Establishment of administrative modalities for local staff responsibilities
- 5.3 Establishment of follow-up mechanisms.

**OUTPUT 6 - DATABASE INCLUDING INFORMATION ON MATERIAL SOURCING, MARKET OPPORTUNITIES, CREDIT SOURCES AND FOLLOW-UP DATA ON TRAINEES**

- 6.1. Designing and programming of database
- 6.2. Data collection, -input and -processing (including follow-up data on trainees for the tracer study)
- 6.3. Dissemination of reports and results of queries

**OUTPUT 7 - RETAIL/OUTLET SHOWROOM FOR PRODUCTS AND PRACTICAL MARKET TRAINING**

- 7.1 Identification of proper premises
- 7.2 Preparation of lease agreement
- 7.3 Furnishing and preparation of display & exhibit area
- 7.4 Selection and training of sales personnel

**OUTPUT 8 - TWO INTERNATIONAL CONSULTANTS**

- 8.1 Recruitment of a dyeing and printing consultant with experience on related environmental issues
- 8.2 Organization of round table discussions and preparation of a report on findings and recommendations
- 8.3 Integration of the findings and recommendations into the training materials

	1994	1995	1996	1997
5.1	x	x		
5.2	x	x	x	
5.3			x	x
6.1				x
6.2		x	x	x
6.3		x	x	x
7.1				x
7.2				x
7.3				x
7.4				x
8.1				x
8.2				x
8.3				x

- 4
- 1994                      1995                      1996                      1997
- OUTPUT 9 - REPORT OF NATIONAL EXPERT ON TRADITIONAL  
DESIGNS/PRODUCTION TECHNIQUES
- 9.1 Recruitment of the national expert
- 9.2 Establishing contacts with the University  
for cooperation in this field
- 9.3 Preparation of the report on findings and  
recommendations
- 9.4 Integration of the findings and recommendations  
into the training materials
- OUTPUT 10 - TRACER STUDY REPORT
- 10.1 Recruitment of a national consultant
- 10.2 Preparation of the report
- OUTPUT 11 - MANUAL ON TEXTILE AND TEXTILE PRODUCT DESIGN
- 11.1 Recruitment of international consultant
- 11.2 Preparation of a manual outlining principles  
of textile and textile product design

	1994	1995	1996	1997
9.1		x		
9.2		x		
9.3		x		
9.4		x	x	x
10.1				x
10.2				x
11.1		x		
11.2		x		



**OUTLINES FOR TEXTILE DESIGNING AND SURFACE FINISHING SYLABUS M. CIDOSA**

TIME REMARKS	TOPIC	SUBTOPIC	OBJECTIVES	KEY POINT	METHODS AND TEACHING AIDS	TRAININEES ACTIVITIES
1. 8 hrs	<b>INTRODUCTI ON TO TEXTILE DESIGNING</b>	What textile design is and its history	To create some awareness to trainees on the origin of textile designing and procedures of new product development.	Origin and methods. Various criteria of new product development.	Theory, and handouts on History of textile design and procedures. Text books on textiles.	To see some examples from text books or magazines.
2 & 3 4 hrs	<b>SAFETY IN SURFACE FINISHING &amp; TEXTILE DESIGNING</b>	Precaution measures during textile designing and surface finishing.	Trainees before handling any chemicals & dyes must be aware the types of chemicals & dyes they handle as to take all precautions on their health family & environment - by proper handling, protection and storage of the stuff.	Health and environment precaution during textile designing and finishing. Proper storage of dyes & chemicals. Workshop & measures & cleanliness'.	Theory, visits. Demonstration.  AIDS: - Illustrations and - Handouts.	To visit with trainees to their production areas to see how they deposit the wastes.
4. 4 hrs	<b>TEXTILE TECHNOLOGY</b>	Fiber technology simple weaving. Typing of textiles and their characteristics.	The nature of fabric, weft & warp, to identify fabric to enable trainees to identify different types of fabrics eg. natural and man made fabrics.	The nature of fabric, , weft and warp, to identify specific weaves.	Theory & practicals. AIDS: - Samples of woven fabrics and carpets, natural, sythetic fabrics, candles, match box, papers. Exercise books for mounting samples by each trainee.	Trainees to do paper weaving. Test fabric on flame and make sample books.
5. 8 hrs.	<b>ELEMENTS &amp; PRINCIPLES OF DESIGN</b>	Product Development Procedures Aesthetics of design.	Trainees to know and be able to apply the principles and elements of design.	Element of designs. Designing principles. Design attributes or properties.	Theory, and practicals. AIDS: - Examples from trainees dresses or fabrics, textbooks, fashion magazines and catalogues. Handouts.	Making their own drawings and samples.

**OUTLINES FOR TEXTILE DESIGNING AND SURFACE FINISHING SYLABUS M. CIDOSA**

TIME REMARKS	TOPIC	SUBTOPIC	OBJECTIVES	KEY POINT	METHODS AND TEACHING AIDS	TRAININEES ACTIVITIES
6. 8 hrs	COLOUR.	What colour schemes are, colour wheel, colour in relations to designing, nature and human figure as well as abstract and imaginative.	COLOUR Trainees to be able to identify the major groups of colours and the application in aesthetics of designing of new products.	Primary colours, secondary tertiary contrasting complimentary - what is black and white.	Theory & practical. AIDS: Magazines, Actual objects eg. textiles. Photographs, Pictures, Handouts. Illustration on colour wheel.	By using artistic colour, soft pencils trainees to make their illustrations on colour wheel, tints and shades using black & white.
7. 4 hrs.	INTRODUCTI ON TO DYES PIGMENTS AND CHEMICALS IN TEXTILE DESIGNING	What are dyes types of dyes pigments and chemicals. Dyes and textile designing and surface finishing.	Trainees to apply the colour theories on fabric by using dye stuff making samples for their future references.	Principles of dyeing.	Theory & practical. AIDS: Demonstration on mixing dyes, samples dyes, pigments, chemicals, burner, fabric, brushes, plastic containers.	Trainees to practice on the colour theory concept. To make their own samples.
8. 24 hrs.	SURFACE FINISHING	Dyeing Techniques. Tie and dye techniques, Printing techniques.	Trainees to widen up the skills scope in tiedye, be more creative, be able to know the characteristics of fabrics and dyes.	Sewing, tieing, folding marble, rope, direct resist discharge additive.	Theory, practicals and visits, vat dyes and cold dyes, chemicals, plastic containers, burner, stirrers, tapemeasures, masks gloves, needles, strings, papers, soft pencils, weighing scales, metal pot.	Preparation of fabric for kitchen product, round cushion cover, bath room products and bedroom products - folder.
9. 24 hrs.	SURFACE DESIGNING	Batik & tie-dye techniques.	Trainees to be able to use different types of resist methods, enrich their creativity.	Different resist methods, bees & parafin wax, cassava and rice paste clay, techniques: free brush method, Sponge, Sprinkle, Stenciling, Block print, Screen printing.	Theory and practicals visits, AIDS: Fabrics, Soft pencils, or charcoal, rulers, dyes, chemicals, plastic and metal containers, electrical burners, weighing scale, tape measures, masks, gloves, overcoats, soap, papers, handouts (overcoats, by trainees).	Preparation of fabric for bedroo (bed side rag), sitting room, children & ladies fashions: Transfer of designs, applying wax, dyeing, finishing.



**OUTLINES FOR TEXTILE DESIGNING AND SURFACE FINISHING SYLABUS M. CIDOSA**

TIME REMARKS	TOPIC	SUBTOPIC	OBJECTIVES	KEY POINT	METHODS AND TEACHING AIDS	TRAININEES ACTIVITIES
10. 24 hrs	<b>SURFACE DESIGNING</b>	Printing techniques, Tie & Dye.	To enrich trainees in different printing techniques, enrich their creative scope, be able to apply the elements & principles of design.	Different techniques of printing: - block printing, stenciling, silk screen, photo emulsion, direct printing, additive printing, irregular element, shadow designing, torn paper designing.	Theory, practical visitation. <b>AIDS:</b> - sketches, pigments, brushes, sponge sheets, wooden frame, screen mesh varnish, oil paint, photo emulsion, squeeeges, papers.	Trainees to sketch same designs, preparation of screens/blocks, transfer of designs on screen/blocks, selection of colours, mixing of colours, trial production, production of dining products, curtain materials.
11. 24 hrs.	<b>SURFACE FINISHING</b>	Combined Techniques Tie dye Batik and Printing.		Tie dye technique combined with batik, Tie dye technique combined with printing, Batik Technique combined with printing.	Theory and Practicals. Handouts. <b>AIDS:</b> - Cotton fabric, strings, dyes, wax, plastic containers, burners stirrers, tape measures, printing pigments gloves, masks sketches pencils, weighing scale.	To work on designs or use the already prepared ones to make toys & dolls materials.  Toys: giraffe, zebra, elephant, doll.
12. 16 hrs.	<b>SURFACE FINISHING</b>	Painting Method	To develop trainees skills in drawing & painting, and colour mixing (colour harmony), Painting using vat dyes on waxed material.	Steps in painting techniques & colour harmony.	Theory and practicals. Printing pigment paste, brushes, papers, or sketch books, cotton or polyester material 1/2 mt.	Draw their designs on papers, transferring painting from lightest to darkest.  Handkerchi efs, scarfs, napkins.
13. 8 hrs.	<b>TECHNICAL &amp; ECONOMIC ASPECTS &amp; EVALUATION</b>	Reproductability and Marketability	It aims at enabling trainees to determine the most viably applicable technology to the new product development in relation to the market demand.	Calculation of production costs involved in product development.	Theory practical and practicals. Application of the entrepreneurship & market training in the production.	Trainees to calculate cost involved in the production made during their course.

SAMPLE

**TANZANIA BUSINESS WOMEN'S TEXTILE PROJECT  
MBO EVALUATION FOR THE MONTH OF AUGUST 1996**

TRAINER: M. CIDOSA

DATE	ACTIVITY
1	At Nyumba ya Sanaa with trainees: - doing final rehearsal - collecting exhibition products - checking on outfits for fashion show.
2	Mounting exhibition display final rehearsal with model trainees for fashion show. Graduation Ceremony./ Dismounting exhibition.
5	Orientation. Preparation of Tuesday class./ Beginning of the 3rd intake training.
6	Training introduction to textile surface designing & new product development. Trainees drawing from imagination & still life drawing.
7	Moving to Nyumba ya Sanaa training materials.
8	At Urafiki packing office items (training facilities) to move to Nyumba ya Sanaa Mansfield.
9	Preparing training Material. Moving to Nyumba ya Sanaa.
12	At Nyumba ya Sanaa cleaning scrapping and polishing tables. Preparing training material for Tuesday class.
13	Training on safety in surface finishing e.g.. health precaution environment, storage of chemical & dyes in case of accident, planning workshop.
14	Arranging and organising things at Nyumba ya Sanaa, scraping and polishing desks continues. Meeting with trainees to discuss on the Amka Exhibition.
15	Arranging cleaning up and washing windows in the new office at Nyumba ya Sanaa. Advising & assisting trainees on designing products for Amka Exhibition. Designing displaying models.
16	Same as above./ Staff meeting. / As Secretary to the meeting taking minutes.
19	Preparing lesson plan for Tuesday class on colour theory. /Cidosa, Manyilika, Maryogo working on a price list for trainees products for export/exhibition purpose.
20	Winding up price list assignment. /Training on the colour theory drawing & painting the colour wheel.
21	Drawing an hardboards display models for exhibition./ Stitching basket handbag for sample.
22	As per MBO 21.
23	Passed through trainees (Mary Sizya, Ann Kobero) to invite them for a patchwork lesson by the CTA. With Sofia Maryogo going through list of trainees & products registered for the Amka exhibition. Staff meeting taking minutes as the Secretary.
26	Normal field trip and visiting trainees selected to produce for Amka exhibition to check on product quality & progress. Working on prototype basket and jewelry boxes.
27	Assisting trainees Sara Malimali and Zipora Kiyabo in designing products for Amka Exhibition./ Training trainees a history of surface designing: (a) African designs, (b) Oriental, (c) European.
28	Assisted by Joseph cutting display models./ Stitching prototype basket & jewelry boxes.
29	Printing models ready for display./ Stitching jewelry box.
30	Cutting and painting models./ Finals touches on jewelry boxes.
31	In the office organising and arranging exhibition material for display.

sample

M. Cidosa

;August 1996 MBO:

DATE	ACTIVITIES
1st August	Prepare for the Graduation Exhibition and Fashion show rehearsals
2nd August	Graduation ceremony preparations rehearsal, displaying of exhibition products. Graduation ceremony.
5th August	Orientation for 3rd intake. Preparation of lesson of lesson plan for tuesday class.
6th August	1st lesson with 3rd intake trainees drawing from real and imagination.
7th August	At Urafiki workshade sorting out items ready to move to Nyumba ya Sanaa.
8th August	Moving to Nyumoa ya Sanaa.
9th August	Preparing teaching notes
12th August	Organising Training space at Nyumba ya sanaa.
13th August	Training
14th August	Advice trainees earmarking for the Arnka exhibition on new products
15th August	Purchase of training materials eq. brushes, water colours etc.
16th August	Field Visit.
19th August	Field Visit. Preparation of lesson plan for tuesday. Staff meeting.
28th August	Training on colour theory.
21th August	Preparing exhibition accessories.
22nd August	Field.
26th August	Field Trip. Staff meeting. Preparing training materials for class.
27th August	Training on element and principle of design.
28th August	Collection of products from trainees for Amka Exhibition
30-h August	Field trips. Preparing lesson plan for next lesson. Arranging display facilities
31st August	Display with trainees at Nyumba ya

Activities scheduled in the project document*	Original scheduled starting date	Original scheduled completion date	Actual or current estimated starting date	Actual or current estimated completion date	Comments (explain reasons for any major delays)
1.1 Formulation of survey methods	mo 3	mo 3	22/3/95	15/7/95	it was deemed the best learning situation to have national staff input on these for vested interest, it was guided by the CTA but on a consensus final decision.
1.2 Instruction to trainers on above	mo 3	mo 3	29/3/95	10/4/95	As above, this was monitoring and advise rather than instructions
1.3 Effecting of data collection on products	mo 3	mo 3	3/4/95	30/4/95	Only one vehicle was available, loaned by UNIDO, thus slow process
1.4 Evaluation of Market survey, identify products for development, target markets	mo 3	mo 3	29/5/95	15/6/95	original date was only estimated, not realistic to the task in its entirety which should be an on-going activity
1.5 Preparation of brochure and other promotional materials	mo 3	mo 3	1/2/95	15/5/95	this encompassed many exercises thus, no one date was applicable, it was completed before the first session started with joint efforts. These were prepared in both English and Swahili
1.6 Distribution of promotional materials	mo 3	mo 3	14/4/95	22/6/95	all was distributed in ample time for the first session which started 17/7/95
1.7 Assessment of viability of retail outlet for trainees products	mo 3	mo 3	24/4/95	30/6/95	this has other ramifications than just the retail store now, see specific about Nyumba Ya Sanaa and HANDICO and union
1.8 Preparation of application form	mo 3	mo 3	23/1/95	14/4/95	this was prepared first in English then translated to Swahili, necessary for all distributions of information
1.9 Preparation of criteria for potential trainee selection/ this is an additional activity necessary	mo 3	mo 3	20/3/95	27/3/95	added activity/ was necessary to set guidelines for trainees with most potential for training
2.1 Preparation and advertising for national experts	mo 1	mo 1	21/8/94	15/9/94	it was anticipated that the project would start in October of 94, BSO and nominated CTA did a mission late August, JPO put prepared advert in Newspaper in September.
2.2 Recruitment of national experts	mo 1	mo 1	mo 1	mo 1	all staff had been identified by 17/2/95, they entered employment between 13/3/95 and 2/4/95 due to availability.
2.3 Study tour / TOT training, Kenya	mo 1-6	mo 1-6	22/4/95	26/5/95	it was originally planned that the TOT would be six months , but funding and a need to start TZ training courses did not permit that time frame, thus a revisions of the TOT programme was done and it was totally successful
3.1 Facility preparation for all the disciplines:	month 2-6	month 2-6	month 2	when adequate facility is provided	the prerequisite to this output is the provision of the adequate facility as discussed previously

## Part V

3.1.1 procurement of necessary supplies	month 2-6	month 2-6	4/95	as space for storage allowed	although lists of all equipment and supplies were done in August of 1994, nothing could be ordered until such time that the premise was official, thus the project started in January with all equipment being ordered only then, thus any lead time before was of no value. Long delays were experienced before delivery for many reasons.
3.1.2 equipment procurement	month 2-6	month 2-6	started 10/3/95 onward	1/10/95	due to lack of facility secured, no equipment was authorized to be ordered until after 1/1/95, thus delays were experienced.
3.1.3 securing of adequate space for training/ all disciplines	month 2-6	month 2-6	?	?	still not totally fulfilled, but staff has identified a short term solution that will cost an addition al 90,000 TSII per months for short term duration.
3.1.4 addressed above					
3.1.5 addressed above					
4.1 TD* new product design and surface finishing	MONTH 4 ONWARDS		1/4/95	1/2/96	the whole of this outputs activities needs reorganized to fit into the curriculum documentation in a logical manner/ see recommendation 2.
* Training Documents					
4.2 TD/ Prototype manufacturing and testing	MONTH 4 ONWARDS		1/4/95	1/2/96	This is an integral part of the course work., not necessarily documentable.
4.3 TD/ Color theory, elements and principles of design	MONTH 4 ONWARDS		1/4/95	1/2/96	Color harmony is only one aspect of color theory/ mis-terminology in prodoc
4.4 TD/ Dyeing and printing, technology and formulas	MONTH 4 ONWARDS		1/4/95	1/2/96	document states recipes, formulas is the correct terminology
4.5 TD/ garment construction, production techniques, quality control ..... should read New Product construction, etc...	MONTH 4 ONWARDS		1/4/95	1/2/96	The overall concept in this area is the construction of new products that have been identified, assuming the skills are all transferable to other products., not a course in garment construction per se. This needs clarified in prodoc
4.6 TD/ Apparel and pattern design	MONTH 4 ONWARDS		1/4/95	1/2/96	revision recommended to read pattern design and drafting/ as it is stated in prodoc it is beyond the scope of the training.
4.7 Fashion and ethnic costume	MONTH 4 ONWARDS		1/4/95	1/2/96	this needs parameters set within the products identified for production as per market demands
4.8 Tailoring	MONTH 4 ONWARDS		1/4/95	1/2/96	This is a long term year course and can be addressed only in the context as stated above., revise to state tailoring techniques applicable to new product identification.
4.9 Fashion accessories	MONTH 4 ONWARDS		1/4/95	1/2/96	
4.10 Machine maintenance and repair	MONTH 4 ONWARDS		1/4/95	1/2/96	

4.11 Entrepreneurial Development and Business management skills	MONTH 4 ONWARDS		1/4/95	1/2/96	the next three activities are integral in carrying out this activity.
4.12 Bookkeeping and accounting	MONTH 4 ONWARDS		1/4/95	1/2/96	A part of Business management
4.13 Product costing and pricing	MONTH 4 ONWARDS		1/4/95	1/2/96	A part of marketing and business management courses
4.14 Business communication	MONTH 4 ONWARDS		1/4/95	1/2/96	A part of both business management and marketing
4.15 Marketing and promotion	MONTH 4 ONWARDS		1/4/95	1/2/96	the next four activities are integral in carrying out this activity.
4.16 Retail design and display	MONTH 4 ONWARDS		1/4/95	1/2/96	Part of marketing course
4.17 Market research , assessment, segmentation	MONTH 4 ONWARDS		1/4/95	1/2/96	Part of marketing course
4.18 Preparation of promotional materials	MONTH 4 ONWARDS		1/4/95	1/2/96	Part of marketing course
4.19 Practical marketing missions	MONTH 4 ONWARDS		1/4/95	1/2/96	Part of marketing course
4.20 Presentation techniques, packaging, labeling, etc.	MONTH 4 ONWARDS		1/4/95	1/2/96	Part of marketing course
4.21 Preparation of training curricula and applied methodology and implementation procedures.	MONTH 4 ONWARDS		1/4/95	1/2/96	This is the overall activity for the affection of this output.
5.1 Preparation and costing then implementation of course fee structure	MONTHS 1 ONWARDS		13/3/95	30/6/95	A starting fee was introduced that will increase on an incremental basis related to the ability to pay and the perceived value at the time till it becomes economic.
5.2 Establishment of administrative modalities for the local staff responsibilities	MONTHS 1 ONWARDS		15/3/95	1/12/96	This is being implemented as the staff learns the jobs to be done.
5.3 Establishment of follow-up mechanisms	MONTHS 1 ONWARDS		15/4/95	31/1/96	This is in progress, although guided by CTA, the input is being effected by the national staff.
6.1 Formulation and programming of database	MONTHS 6 ONWARDS		27/2/95	31/10/95	In progress, being completed by Mahimbo and CTA, rest of staff still learning computer programmes.
6.2 Data collection, input and processing	MONTHS 6 ONWARDS	EOP	1/4/95	EOP	all staff are working on this in their respective areas
6.3 Dissemination of reports and results of queries	MONTHS 6 ONWARDS	EOP	ongoing	EOP	
7.1 Identification of proper premises	WHEN Applicable				In plans for the NGO and marketing arm of project
7.2 Preparation of lease agreement	WHEN Applicable				
7.3 Furnishing and preparation of display and exhibit area	WHEN Applicable				
7.4 selection and training of sales personnel	WHEN Applicable				
8.1 recruitment of dyeing and printing consultant/ environmental bias	MONTH 8 ONWARDS		1/2/96	1/4/96	This will need to wait till the facility for the studio training is completed.

8.2 organization of round table discussions and preparation of a report on findings and recommendations	MONTH 8 ONWARDS				This will need to wait till the facility for the studio training is completed.
8.3 integration of the findings and recommendation into the training materials.	MONTH 8 ONWARDS				This will need to wait till the facility for the studio training is completed.
9.1 recruitment of the national expert	MONTH 8 ONWARDS		17/7/95	15/1/96	this needs discussion as per explanation in outputs
9.2 establishing contacts with the University for cooperation in this filed report	MONTH 8 ONWARDS		1/8/95	20/8/95	The consultant has done this.
9.3 preparations of the report and findings and recommendations	MONTH 8 ONWARDS		12/15/95	2/1/96	This is being integrated into the training as information is accessed.
9.4 integration of the findings and recommendations into training materials	MONTH 8 ONWARDS				as above
10.1 Recruitment of national consultant to follow-up activities of former trainees	MONTHS 30-31	month 31	as scheduled		
10.2 Preparation of the report	MONTHS 30-31		as scheduled		
11.1 Recruitment of international consultant	MONTH 8-9				this needs discussion as per explanation in outputs
11.2 Preparation of manual outlining principles of textile and textile product design	MONTH 8-9				as above



## UNIDO IN-DEPTH EVALUATION DATA SHEET

*Part I: Basic Project Information*

Project Number & Title: US/URT/94/015 - ASSISTANCE TO ENHANCE TECHNICAL AND ENTREPRENEURIAL SKILLS OF BUSINESS WOMEN IN TEXTILES AND RELATED PRODUCTS

Project Manager/Branch: D. Lee ISED/AGRO

National/Regional Executing Agency (Client): Ministry of Community Development, Women and Children Affairs

PAD issued: 25/7/94

Donor country(ies): Switzerland

B U D G E T (US\$)					
Original			At the time of IDE		
Total	UNIDO Implementation*	STS*	Total	UNIDO Implementation*	STS*
962,400					

Expenditures at the time of IDE: US\$ 1,109,900

Planned duration (months): 36

Estimated duration (months): 36

Completion date of the project: - originally scheduled: 7/97  
- presently scheduled: 1/98

Project completed in (month/year) (in case of ex-post/terminal evaluation): \_\_\_\_\_

*Part II: Evaluation*

Date (month/year) of field mission: 9/97

of report: 10/97

Type of Evaluation:  mid-term  terminal  ex-post

Composition of the team:

UNIDO staff

Donor

Client

UNIDO consultant

Extent of EVAL involvement:

participated as team member

contribution to TOR

not at all

briefing of (part of) team

selection of consultant(s)

debriefing of (part of) team

presentation of findings

\*For DG projects only



*Part III: Relevance and Design*

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Project function:  capacity-building

direct support

	<u>Yes</u>	<u>No</u>	<u>Partly</u>	<u>N.A.</u>
Contribution towards Sustainable Human Development (SHD)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* people centered development	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* poverty elimination	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
* advancement of women and child development	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* productive employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* protection and regeneration of the environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* sustainable economic growth	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* transfer of environmentally sound technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Programme or part of a programme	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
The target beneficiaries as identified in the prodoc still valid	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The needs of the target beneficiaries still valid	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beneficiaries participated in project formulation	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
The client(s) as specified in the prodoc still valid	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The purpose (Immediate Objective) of the project still valid	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Outputs realistic	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Internal logic (means-end relationship)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Indicators in the prodoc/workplan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assumptions identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assumptions held true	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Design amended during project implementation	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
Recommendations of previous evaluations reflected in the design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

*Part IV: Implementation*

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*National/Regional Executing Agency ("Client")*

**Inputs**

	<u>Yes</u>	<u>No</u>	<u>Partly</u>	<u>N.A.</u>
- Personnel				<input checked="" type="checkbox"/>
* actual as percentage of planned (approx.)	_____%			
* actual percentage of women	_____%			
* adequate qualifications, experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
* high turnover	<input type="checkbox"/>	<input type="checkbox"/>		

	<u>Yes</u>	<u>No</u>	<u>Partly</u>	<u>N.A.</u>
<b>Buildings/facilities</b>				[ ]
* quantity as planned	[ ]	[x]		
* adequate quality	[ ]	[ ]	[x]	
* delays	[x]	[ ]		
<b>Equipment</b>				[x]
* quantity as planned	[ ]	[ ]		
* adequate quality	[ ]	[ ]	[ ]	
* delays	[ ]	[ ]		
<b>Management</b>				
- <b>Steering Committee (Board) established</b>	[x]	[ ]		[ ]
* adequate structure (representatives of end-users)	[x]	[ ]	[ ]	
* functioning	[ ]	[x]	[ ]	
- <b>Project Director</b>	[ ]	[ ]		[ ]
* adequate qualifications and experience	[x]	[ ]		
* stability of service	[x]	[ ]		
- <b>Adequate salary and other motivational systems in place</b>	[ ]	[ ]	[x]	
- <b>Work plan available and updated</b>	[x]	[ ]		
- <b>Regular review meetings</b>	[x]	[ ]	[ ]	
- <b>Participation of target beneficiaries at the review meetings</b>	[ ]	[x]		
<b>UNIDO</b>				
<b>Inputs</b>				
- <b>International Experts</b>				[x]
* quantity as planned	[ ]	[ ]		
* delays	[ ]	[ ]		
* good performance	[ ]	[ ]	[ ]	
* good use of experts' services	[ ]	[ ]	[ ]	
- <b>CTA</b>	[x]	[ ]		[ ]
* adequate qualifications, experience	[x]	[ ]	[ ]	
* advisory role prevails over managerial	[ ]	[x]		
- <b>National Experts</b>	[x]	[ ]		[ ]
* quantity as planned	[x]	[ ]		
* delays	[ ]	[x]		
* good performance	[x]	[ ]	[ ]	
* good use of experts' services	[x]	[ ]	[ ]	

	<u>Yes</u>	<u>No</u>	<u>Partly</u>	<u>N.A.</u>
- Training	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
* quantity as planned	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* adequate quality	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
* delays	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
* percentage of trainees who left <u>0</u> %				
- Subcontracting				
* quality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
* delays	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
- Equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
* quantity as planned	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* adequate quality	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
* appropriateness	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* delays	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
* adequate utilization	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
* adequate maintenance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
- TCDC modality	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Backstopping</b>				
	<u>Yes</u>	<u>No</u>	<u>Partly</u>	<u>N.A.</u>
- Team Leader, Project Manager				
* good operational monitoring	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
* participation at periodic reviews (self-evaluation)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
* good technical support	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
* cooperation with other related UNIDO programmes/projects	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
- Involvement of other technical units of UNIDO	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
- Complaints about administrative support services				
* recruitment	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>
* training	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>
* procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>
* subcontracting	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>
* financial services	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>

*Part V: Production of Outputs*

**Immediate objective (Programme Component) 1**

Outputs	MTP	AP	SLP	LTP	IT
1	X				
2		X			
3			X		
4		X			
5			X		

6		X			
7					X
8				X	
9				X	
10			X		
11		X			

*Part VI: Achievement of the Purpose/Immediate Objective(s)*

Immediate Objective	Outputs used by target beneficiaries			Achievement				
	Fully	Partly	Not at all	MTP	AS	SLP	LTP	IT
1	X				X			
2								
3								
...								

MTP = more than planned  
LTP = less than planned

AP = as planned  
IT = in trouble

SLP = satisfactory, though not fully as planned

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**Part VII: Achievement of the Development Objective**

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Please specify:

- planned impact:  
 achieved             likely to be achieved             too early to observe             none
  
- If achieved, then  
 significant, high             partial or marginal
  
- Environment:  
    \* category  
 E             A             I             N             U
  
- \* impact (specify, if any)
  
- Gender: Were gender-related activities adequately planned and implemented?  
 Yes             No             Not Applicable
  
- Other impact (specify):

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**Part VIII: Sustainability**

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- achieved             likely to be achieved             not achieved
- | Factors:                             | Yes                                 | No                       | Partly                              |
|--------------------------------------|-------------------------------------|--------------------------|-------------------------------------|
| - Strong commitment of the client(s) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| - Good management capabilities       | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| - Good professional capabilities     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| - Adequate autonomy                  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                                     |
- Self-financing:   3   %