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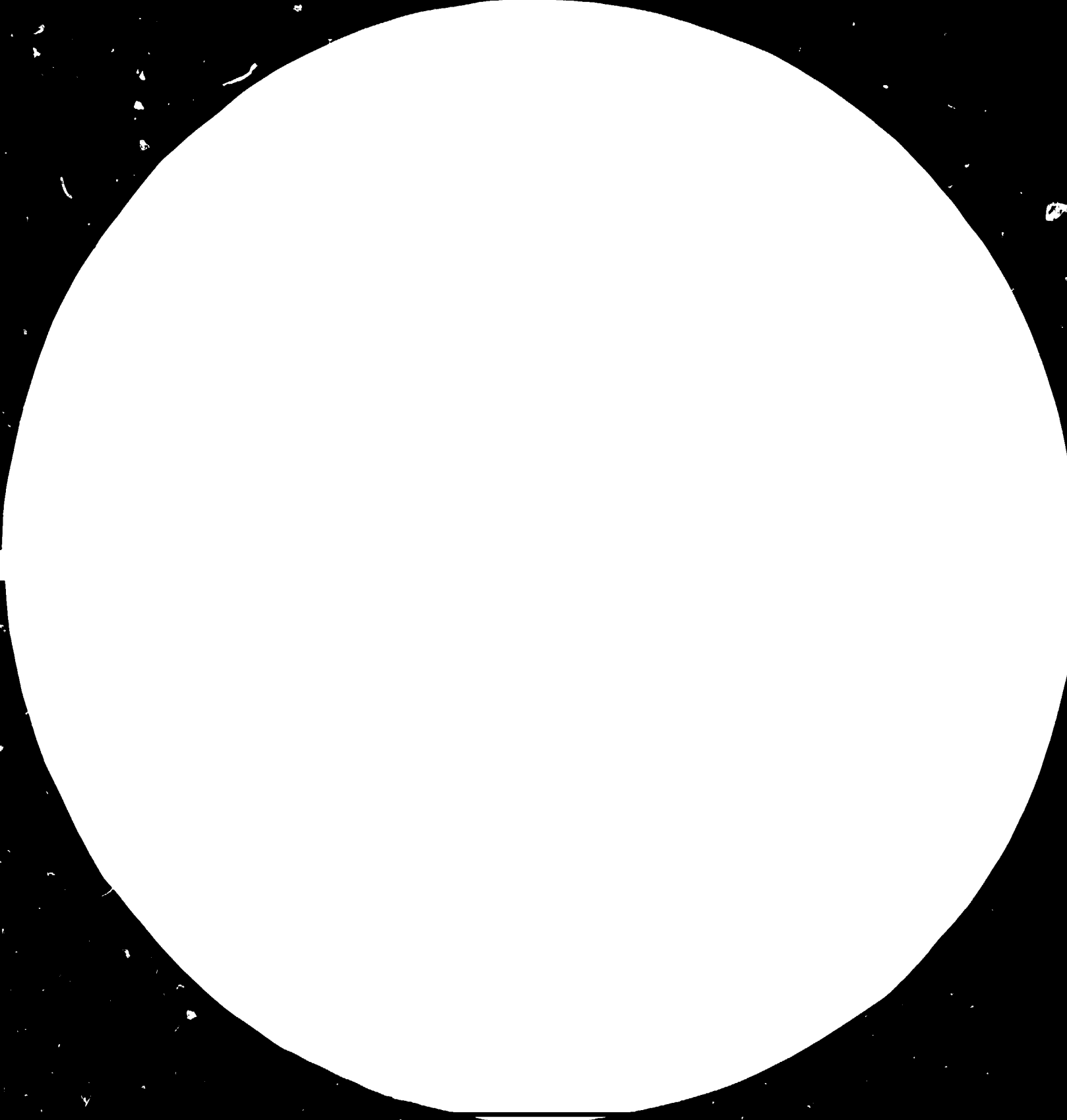
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US/URT/81/200

TANZANIA

TERMINAL REPORT

Prepared for the Government of Tanzania

by

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DEVELOPMENT OF INDUSTRIAL CO-OPERATIVES  
TERMINAL REPORT

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## I. INTRODUCTION

The project "Development of Industrial Co-operatives - Phase II" No US/URT/81/200 was requested by the Government of Tanzania, funded by the Swedish International Development Authority (SIDA) and executed by the United Nations Industrial Development Organisation (UNIDO) in collaboration with the Small Industries Development Organisation (SIDO) as the Government Counterpart Agency. This report, technically termed a Terminal Report, is an account of the project which started in July 1981 and was completed in June 1983 and is intended to provide for the Government, SIDA and UNIDO a formal record of its implementation. It also incorporates findings and recommendations based on project experience as a guide for the future.

This section of the report deals briefly with the background to the project including the UNIDO project which immediately preceded it and which may be regarded as an intrinsic part of it.

### 1.1 SIDO and Industrial Co-operatives

SIDO was established in December 1973 to implement the Government policy of promoting small industries throughout Tanzania. Two UNIDO advisers were assigned in 1974 to assist SIDO in preparing a strategy for the implementation of their mandate and in setting up industrial estates in each of the 20 regions of the country.

In line with its policy of egalitarianism and self-reliance, Tanzania had long favoured the co-operative form of organisation. Within the small industry sector it was thus the Government's expressed wish to promote industrial co-operatives as a means of achieving greater self-reliance and to help meet socio-economic objectives. Accordingly a project was put forward by UNIDO in March 1978 and the Overseas Development Administration (ODA) in UK was approached to fund it.

The proposed project, termed "Provision of Techno-Economic Assistance to Industrial Co-operatives" Nº US/URT/77/024, was primarily based on the establishment of a special unit in SIDO which would be concerned with the promotion of new societies and envisaged 4 UNIDO advisers over 2 years, three of whom would be based in different regions of the country.

For a number of reasons the project as proposed never started. In the first place, following the villagisation programme, the 1975 Village Act expressly disallowed the formation of any autonomous co-operative society at the village level and over 1300 agricultural marketing primary societies were dissolved. A year later the 22 Unions built up over many years by these primary societies were also dissolved. The object of the exercise was that the economic activities of the villages were to be conducted "as if" they were co-operative societies and the functions of the Unions were to be taken over by the various Crop Authorities. Other changes included the dissolution of the Co-operative Bank and the issue of the 1976 Urban Wards Act which made similar provisions to the Village Act but which had not yet been implemented.

In view of the radical changes to the Co-operative movement that had taken place and were still taking place, it was decided to limit the project to a detailed study of the situation before any full-scale project was undertaken. ODA therefore proposed that a UNIDO Adviser be assigned for 12 months to carry out this study and this was accepted by the Government.

#### 1.2 First Industrial Co-operative Project

The project started with the arrival of the UNIDO adviser in May 1980. The purpose of the project was to determine the feasibility of creating a new unit within SIDO whose overall function would be to provide assistance to manufacturing co-operatives and, if affirmative, to prepare recommendations for the technical assistance component of the future programme. The project was also required to advise the Government on future policy regarding the development of industrial co-operatives. The project, eventually extended to 14 months, produced three reports covering its work and overall recommendations.



The first report, The Setting for Industrial Co-operatives in Tanzania (31 July 1980) examined briefly the history of the co-operative movement in Tanzania and, in more detail, the changes which had taken place since 1975. It made the preliminary conclusion that, in spite of these changes, the climate was favourable for a project based on SIDO concerned with the development of industrial co-operatives.

The second report, Survey of Industrial Co-operatives - 1980 (31 December 1980) dealt primarily with the survey carried out from August to December 1980 which covered 88 out of the 107 active societies in 12 regions. The objective of the survey was to determine the state of existing societies, the extent of their problems and the best way in which these problems could be tackled.

The third report, The Development of Industrial Co-operatives in Tanzania (30 June 1981) dealt first with completion of the survey. The survey eventually covered 125 out of 140 active societies in all 19 regions (Kagera had no industrial co-operatives) and involved the team in travelling 22,400 kms. The earlier findings were confirmed and an all-round improvement in performance was revealed. The report then discussed the overall findings and concluded with a number of recommendations covering the future development of industrial co-operatives.

During the course of the survey of industrial co-operatives, which had taken 11 months to complete, the most effective strategy for development assistance became clear and proposals for a 2-year implementation project were prepared. These were agreed by Government and the project was officially requested on 11 November 1980.

## II. OBJECTIVES AND LOGIC OF PROJECT

The basis of the project was set out at some length in the Project Document. The problems faced by industrial co-operatives identified during the survey were summarised. It was clear that SIDO was the main organisation to which the societies turned for advice and help. SIDO's resources were however limited and it had never been intended that a development organisation should set up the permanent industrial or commercial services needed by industrial co-operatives, let alone the partnerships and private concerns in the small industry sector which numerically far outweighed them. The solution lay, in the true spirit of self-reliance, with the societies taking collective action to help themselves.

This section of the report sets out the Development Objective and the Immediate Objectives derived from this analysis. It also covers the subsequent changes in Immediate Objectives brought about by events outside the control of the project.

### 2.1 Development Objective

As set out in the Project Document, the Development Objective was:

"To provide the basis for the continuous development of industrial co-operatives so that they may contribute to the development of Tanzania towards self-reliance by:

- improving the economic, social and cultural standards of persons of limited resources and opportunities as well as encouraging their spirit of initiative;
- developing an increasing measure of democratic control over industrial economic activities and of the equitable distribution of its income and surplus;
- stimulating small scale industrial activities on a decentralised basis in both urban and rural areas thereby offering greater employment prospects in all regions of the country;
- augmenting self-sustained local production of industrial products to meet the needs of the people."

## 2.2 Immediate Objectives - Initial

The following two Immediate Objectives were set out in the Project Document:

- "A. To assist in the formation of an Industrial Co-operative Development Department within SIDO to form the focal point of industrial co-operative development in Tanzania and whose role will be to advise on management and technical assistance to new and existing industrial co-operatives and to provide advice to the appropriate authorities on matters pertinent to the successful development of industrial co-operatives in Tanzania such as legal changes, requirements for Model By-laws or Constitutions, registration procedures, audit procedures and sources of financial and other aid.
- B. To assist the industrial co-operatives to set up and initially operate a Co-operative Industries Union to promote the successful development of co-operative industries."

## 2.3 Immediate Objectives - Subsequent

Well after the start of the project, two events took place which resulted in the necessity for changing the original Immediate Objectives. These events were:

- the re-organization of SIDO with effect from 1 August 1982;
- the decision by Government on 28 October 1982 not to permit at the present time the formation of a Union, or any other secondary society representing industrial co-operatives, at the national level.

The re-organisation of SIDO included the creation of a new department, the Directorate of Extension Services, responsible in general for continuing support to small industries and in particular for industrial co-operative development; this was a major extension of SIDO's earlier role which was primarily concerned with the promotion of new small industries. In effect,

however, the continuing task of providing assistance to industrial co-operatives which was planned for the proposed Industrial Co-operative Development Department was now the responsibility of the new department.

Consequently, the project's first Immediate Objective was modified to read:

- A. To assist in the establishment of an Industrial Co-operative Desk within the Directorate of Extension Services of SIDO to co-ordinate assistance to industrial co-operatives, to liaise with any recognised body representing industrial co-operative societies and to form the focal point of industrial co-operative development in Tanzania.

The internal re-organisation of SIDO was regarded by the project as a major advance and clearly underlined SIDO's concern for the efficiency and effectiveness of existing small industry as well as for the promotion of new small industry. Thus the provision of assistance to industrial co-operatives initiated by the project would now become a routine SIDO activity; in this sense, the project could be considered to have contributed to the development of SIDO itself. The modified objective A, therefore, in no way detracted from the project's original aims concerning external assistance to industrial co-operatives and, indeed, had enabled these to be more clearly specified. This assessment was supported by the fact that none of the project activities concerning the first objective had to be changed.

The decision by Government indefinitely postponing the establishment of any secondary society of industrial co-operatives at national level, came 16 months after the start of the project.

Soon after the project started, all further activities concerning the formation of the Union were stopped at Government request pending the outcome of the Government-appointed committee to work out details of the future structure of the co-operative movement in

Tanzania including changes in legislation. Accordingly the project provided advice to this committee whilst awaiting formal Government clearance to proceed. The new Co-operative Societies Act, which neither provided for specialised Unions at national level nor prohibited them, was passed in May 1982 and published in July. The project continued thereafter to press for clearance to proceed and this was re-iterated at the Tripartite Review Meeting on 4 October 1982 when SIDA expressed interest in funding a further phase of the project if the appropriate decision were to be taken in time for their funding mission due the following month. Up to the time of the final Government decision, 16 months after the start of the 24-month project, the project had been led to believe that there was official support for its second objective.

The basis of the Government decision was stated to be that the proposed Union did not conform to Government and Party operational guidelines on the re-organisation of the co-operative movement. Instead, the Minister of State in the Prime Minister's Office responsible for Co-operatives advised that a "CLUB" or pressure group of industrial co-operatives should be established; this should not be a "CO-OPERATIVE ITSELF" but should have a name, rules and constitution.

On the basis of subsequent Government advice to form a pressure group, the project's second objective was amended to read:

- B. To complete the groundwork for the eventual establishment of a Union of Industrial Co-operatives, to assist in the establishment of an officially-recognised body to represent industrial co-operatives during the interim period and to assist in determining the extent to which SIDO activities may be extended to include activities envisaged as being carried out by the proposed Union.

It was considered that this change reflected the need for all possible preparations to be made in the eventuality of the decision being reversed and covered the extent to which the project could make a meaningful contribution during the few remaining months.

### III. ACTIVITIES AND OUTPUTS

Fifteen project activities were defined at the start of the project and these were subdivided into a number of sub-activities. Activities 1 to 9 were concerned with the project's first immediate objective and Activities 10 to 15 with its second. This section of the report covers the work carried out within these activities and the outputs achieved.

Appendix A lists the national and international personnel involved.

Appendix B lists the activities planned to be carried out in detail.

Appendix C lists the reports and papers produced.

#### 3.1 Activity 1 - Preparatory

This activity included preparation of a brief on the project for SIDO staff, finalising office arrangements and internal systems and initiating procedures to obtain the necessary national and international personnel. It did not prove possible to hold a preliminary meeting with SIDO staff and, instead, this was carried out progressively, particularly during visits to the regions.

The primary output of this activity was establishment of an office to form the basis of the Industrial Co-operative Desk in SIDO.

#### 3.2 Activity 2 - Central Records of Industrial Co-operatives

This activity included the design and implementation of the central records and the design and completion of a first comprehensive annual report of industrial co-operatives. The planned seminar for regional staff on this subject proved, again, not possible to hold and most Regional Managers were briefed progressively.

Due to lack of returns (questionnaires) from the regions, the second comprehensive annual report was confined to Dar es Salaam region; the full report is planned to be completed by the Industrial Co-operative Desk after the termination of the project. The main output from this activity is the establishment of a complete record of industrial co-operative societies to be annually up-dated, complete with financial data, which did not exist before. Provision is made for recording progress and achievement over a 10-year period. The card is designed to serve as a record for all types of small-scale industry in the event that it may be so used by SIDO.

### 3.3 Activity 3 - Programme of Assistance to Industrial Co-operatives

This activity included an analysis of the programme requirements, development of priorities, informing regions of action programmes, monitoring of regional short-term and long-term programmes and initiating direct assistance from SIDO Headquarters.

The essence of this activity was to initiate a programme of assistance to industrial co-operatives which would continue after the project terminated. In this sense, it was an activity which would never be completed, except for those areas of a preparatory nature, i.e. the first three items mentioned above.

In the event, the response from the regions was disappointing and, by the end of June 1983, replies to the individual action programmes were received from only 12 of the 19 regions involved. Of these, only 7 regions had complied with requests to take specific actions, the remainder merely confirming the problems found in individual societies during the 1980/81 survey of the previous project. However, a further 9 industrial co-operative societies came to light which were not known to have existed before.



The widespread inactivity implied by the poor response from the regions was confirmed during the second round of visits conducted from July 1982. A total of 80 societies in 12 regions were visited and during each visit an in-depth management analysis was carried out. It was possible to provide direct help to 10 societies in terms of providing timely advice, assessing viability of new projects and initiating action to obtain further tools and equipment; in one of these societies, 12 man-weeks was spent on a specific management consultancy assignment requested by SIDO.

The outputs from this ongoing activity were:

- training of regional staff in management appraisal methods and completion of annual returns;
- development of a simplified method to establish feasibility of new or expansion projects;
- production of feasibility studies for 4 active societies and for 2 types of new society;
- production of a full-scale analytical report on one of the largest societies (800 + members) together with recommendations for immediate action.

#### 3.4 Activity 4 - Identification of Training Needs

This activity included an analysis of training needs for the members of industrial co-operatives from the 1980/81 survey, determination of the relevance of existing training available and drawing up a future training programme. It also involved collaboration with the new Small Industries Consultancy and Training Assistance (SICATA) project - a bi-lateral Dutch aid project which started in January 1983 initially for a 3-year period.

A comprehensive paper was produced summarising the overall findings. The paper was also circulated to the Co-operative College at Moshi and, as a result, the project was invited to

attend a Curriculum Development Workshop in late June 1983 to contribute to possible modifications of their courses to meet the needs of industrial co-operatives.

### 3.5 Activity 5 - Review Procedures for Society Requests for Assistance

The purpose of this activity was to determine whether society requests for all kinds of assistance could be procedurally improved or simplified. During the project, the various procedures were subject to change and protracted discussions had to be held with the various authorities involved.

A paper was produced summarising the findings and recommending some change. Essentially this was aimed at easing the burden on industrial co-operative members in providing initial working capital possibly beyond their own resources. It was suggested that the ultra-soft hire purchase policy of SIDO be somewhat hardened in order to release funds to guarantee normal bank overdrafts.

### 3.6 Activity 6 - Review of Co-operative Law

This activity was much extended from that originally anticipated in view of the drafting and enactment during the project of the Co-operative Societies Act and its Rules and two local authority acts also affecting industrial co-operatives. The earlier legislation was reviewed in detail, contributions were made to successive drafts of the new Co-operative Societies Act and Rules and the new legislation was also reviewed in detail.

A comprehensive report was produced analysing in depth and at length all legislation affecting industrial co-operatives, detailing constraints to industrial co-operative development and making a number of recommendations for future changes.

### 3.7 Activity 7 - Revision of Model By-laws for Industrial Co-operatives

This activity included the drafting of new model by-laws for workers' industrial co-operatives, discussion of the draft with the Co-operative Development Department (CDD), preparation of a second draft incorporating agreed amendments, finalisation of the new model by-laws, preparation of a simplified version and preparation of a check-list for internal society rules. Due to time limitations it was decided to drop the preparation of model by-laws for non-workers' industrial co-operative primarily because of their limited use in Tanzania.

The output of this activity is the existence of model by-laws for workers' industrial co-operatives which were not available previously.

### 3.8 Activity 8 - Comprehensive Guide for Prospective Industrial Co-operatives

This activity was considerably extended following the decision to collaborate with MATCOM (Materials and Techniques for Co-operative Management Training), an ILO Project based in Vienna, in the production of two self-study booklets for training members of an industrial co-operative. The Guide was earlier conceived as a comprehensive reference document of the steps to be taken in forming an industrial co-operative together with information on sources of assistance.

As a preliminary to the preparation of the Guide, various types of industrial co-operative, notably carpenters, tailors and shoemakers, were examined in depth to prepare "achievement profiles". These comprised information collected on manufacturing details, material costs, work standards, power costs etc. calculated at various levels of capacity working and various manning levels and also calculating the relevant break-even sales points. Each of these "achievement profiles" was incorporated as an appendix in a paper "First Steps to a Workers' Co-operative" which indicated their use

for budgeting and forecasting results; in effect they provided the material for feasibility studies. This material was provided to SIDO training and regional field personnel, with Ki-swahili translations. It has also been made available to the co-ordinator for the long-term SICATA project (see section 3.4) and the Co-operative College at Moshi.

The output of this activity is:

- a working paper "First Steps to Workers' Co-operative" containing data which may be used in preparing feasibility studies;
- a draft reference document: Guide to the Formation of Industrial Co-operative Societies;
- Two first training booklets for the members of an industrial co-operative society;
- Industrial Co-operatives - Co-operative Organisation
- Industrial Co-operatives - Basic Economics.

### 3.9 Activity 9 - Contributions to National and International Conferences

This activity, by its very nature, was largely unplanned. In the event, assistance was provided in the preparatory work for the ICA Dissemination Conference held at Arusha in February 1982 and the SCC Regional Seminar on Industrial Co-operatives which immediately followed, and the following papers were respectively presented:

- Tanzanian Experience of Industrial Co-operatives;
- Organisation and Management of Industrial Co-operatives.

### 3.10 Activity 10 - Preparatory Operations for Formation of Union

As noted earlier, Activities 10 to 15 were concerned with the project's original second immediate objective, namely, to assist

in the formation of the proposed Union of Industrial Co-operatives. Up until the Government decision indefinitely postponing the formation of this Union on 28 October 1982, Activities 10 to 15, as set out in Appendix B, had been anticipated to be completed despite the delays which then amounted to over 12 months.

The work carried out within the original plan for Activity 10 included:

- preparation of Draft By-laws for the proposed Union of Industrial Co-operatives including checking compliance with the law and translating it into Ki-swahili;
- preparation of briefs for the Minister for Industries, the Prime Minister and the Registrar of Co-operative Societies;
- preparation for, and attendance at, a meeting with the Registrar on 16 October 1981; the action plan presented anticipated registration of the Union by 1 July 1982. At this meeting the project was informed of the Prime Minister's minute advising postponement of the formation of the Union until the new co-operative law had been finalised;
- 9 meetings with the Minister for Industries;
- a number of discussions with the Co-operative Secretariat responsible for drafting co-operative legislation and advising on the re-organisation of the co-operative movement;
- preparation of further briefs and a report for the Minister for Industries mainly concerned with co-operative legislation. The report concluded that there was no legal bar to the formation of the Union;
- attendance at 4 meetings of the Cabinet Advisory Committee on Co-operatives;
- preparation of a further plan of action which now envisaged the earliest date for registration of the Union as 1 April 1983.

After the Government decision noted above, the original plan for Activities 10 to 15 became redundant. Accordingly a new Activity 10 was planned in line with the project's amended Immediate Objective B (see section 2.3) as follows:

Activity 10

Completion of the groundwork for the eventual establishment of a Union or Federation of Industrial Co-operatives at national level affiliated to the Apex Organisation.

Clearly, most of the material for the revised Activity 10 had already been prepared and a report with all the relevant material for future reference was produced.

3.11 Activity 11 - Assistance to National Body of Industrial Co-operatives

This activity was revised, again in line with the project's amended second objective, as follows:

Activity 11

Assistance in the establishment of an officially-recognised national body to represent industrial co-operative primary societies.

The project's view of the Government's advice to industrial co-operatives that they should form a "CLUB" or pressure group which should not be a "CO-OPERATIVE ITSELF" (see section 2.3) was that it was a noble but impractical idea, particularly in view of the fact that co-operative societies appeared to be expressly excluded from forming any club, company, partnership or association under the Societies Ordinance. However, this advice at least indicated Government interest in industrial co-operatives having a representative "voice" which could be given official recognition

Accordingly, the project considered that a national Advisory Committee (or Council) of industrial co-operatives democratically elected by the industrial co-operative primary societies could be formed to act as the pressure group advocated by Government.

Soon after the Government's decision and subsequent advice became generally known, an unofficial pressure group of Dar es Salaam industrial co-operatives was formed. This group sought and obtained advice and information from the project and direct assistance from SIDO in terms of secretarial and printing services, transport and facilities for meetings. Its first major task was to organise a national conference of industrial co-operatives. In preparation for this, the project produced:

- a paper setting out the background to industrial co-operative development in Tanzania up to 1982;
- a draft resolution to form a National Advisory Council of Industrial Co-operatives to represent the views of industrial co-operative primary societies;
- a draft of the proposed Rules of the Council.

The first national conference of industrial co-operatives was held on 4 February 1983 at Kurasini Sisters' Convent, Dar es Salaam. It was attended by 64 delegates from 12 regions and 10 invited guests from the Party, Ministry of Industries, SIDO and the project. The idea of the Council was rejected by the conference in favour of pressing for a Tanzania Association of Industrial Co-operatives. A National Formation Committee was elected to pursue this object and it was resolved to hold a second national conference in two months time.

Following this first conference, the National Formation Committee made considerable efforts to have the proposed Association registered by the Registrar of Societies before the second conference. The main assistance provided by the project was to draft the Rules of the Association for the committee which had decided to call it the Tanzania Industrial Co-operative Alliance.

The second national conference of industrial co-operatives was held on 28 to 30 April 1983 at the Ardhi Institute, Dar es Salaam. It was attended by 57 delegates from 12 regions and there were 17 invited guests including the Minister of State responsible for co-operatives (who opened the conference), the Secretary General of WASHIRIKA (who closed the conference), the Regional Director of ICA, the Deputy Director of the Co-operative College and officials from the Ministry of Industries, the Prime Minister's Office, WASHIRIKA and SIDO as well as members of the project.

Although there was no positive outcome from the second conference, the industrial co-operatives were commended for their initiative in taking collective action and the delegates were assured that the Government would give full support to a suitable representative body of industrial co-operatives as soon as an appropriate organisation could be agreed by all the authorities concerned. The problem appeared to be that, despite Government's earlier advice that such a body should not be a co-operative, it was generally felt by WASHIRIKA that it should be a part of the co-operative movement. Accordingly, the project could not, at the time of drafting this report, claim any specific output from this activity.

### 3.12 Activity 12 - Extension of SIDO Services to Industrial Co-operatives

This activity was revised, again in line with the project's amended second objective, as follows:

#### Activity 12

Assistance in determining the extent to which SIDO activities may be extended to include activities envisaged as being carried out by the proposed Union or Federation.

Immediately after the Government decision indefinitely postponing the formation of the proposed Union, discussions were held within the SIDO to consider project strategy for its remaining months.



During these discussions, SIDO expressed a willingness to undertake many of the activities that would have been carried out by the proposed Union. This would, however, entail policy decisions, Government authorisation and additional funds to cover such activities. Accordingly, the project prepared a discussion paper to initiate the necessary procedures and define the decisions required.

The paper discussed the detailed activities to be carried out or initiated by the Union, in terms of activities normally carried out by SIDO, activities partially carried out by SIDO to be extended and new activities to be developed in SIDO. A number of specific decisions to be taken were defined and these were primarily directed to ease the raw materials supply and marketing problems of industrial co-operatives.

SIDO agreed in principle to all decisions with the following results:

- Immediate action was to be taken on:
  - directing SIDO staff to give priority to industrial co-operatives in the provision of services and the allocation of material and financial resources;
  - including the marketing intelligence function in the responsibilities of Regional SIDO offices, covering raw and consumable material requirements as well as products available for sale;
  - developing the marketing intelligence unit at SIDO HQ, which already partially existed, to co-ordinate information from the Regions and implement action at national level.
  
- Action was to be initiated on:
  - obtaining official sanction for SIDO to be appointed permanent membership of Regional Tender Boards and RTC (Regional Trading Company) Allocation Committees at Regional and District levels in order, respectively, to ensure fair consideration of tenders for contracts submitted by societies and to assist societies in obtaining a fair allocation of raw materials handled by RTCs, e.g. cloth;

- discussions between the Ministry of Industries and the Ministry of Trade to establish whether bulky industrial raw materials, such as cloth for tailors and most materials for building and construction, could be distributed to the appropriate industries through the RTC network on a handling charge basis only.

Due to extreme financial constraints, however, the following steps were indefinitely postponed:

- appointment, where justified, of Marketing Officers, at Regional SIDO offices, to carry out the marketing intelligence function;
- establishment of additional stores by extension of existing stores for common facility workshops at Regional SIDO Industrial Estates to stock raw materials and consumable items classified as small required by small industries such as thread, fasteners, needles, dye, nails, screws, glue, sandpaper, nuts, bolts, rivets, welding rods, polish, grinding wheels, etc.
- provision of funds for initial stock of above items.

#### IV. ACHIEVEMENT OF OBJECTIVES

As described in Section II of this report, both of the immediate objectives of the project had to be changed at a relatively late stage of its implementation. This section of the report discusses the extent to which the final objectives of the project were achieved.

##### 4.1 Achievement of Development Objective

The development objective was "to provide the basis for the continuous development of industrial co-operatives so that they may contribute to the development of Tanzania towards self-reliance ..... etc." (see section 2.1). The emphasis here was clearly on the development of institutional infrastructure and project achievement can only be measured in such terms - not in terms of specific outputs such as production capacity or numbers of trained people.

Institutional infrastructural development depends essentially on a knowledge of the problems involved and the capability of the organizations concerned to solve them. Thus achievement may be measured in these terms. In this particular case, the first project may also be included since it could be regarded as an intrinsic part of the second (see Section I).

It is clear that the activities of the first project and a number of activities of the second were concerned with the acquisition of a relevant body of knowledge concerning industrial co-operatives in Tanzania. Thus the following achievements in this area may be listed:

- a knowledge of the number, size, activities, location, problems and financial state of all industrial co-operative primary societies in mainland Tanzania whereas only a rudimentary and inaccurate list of such societies existed before;
- identification and quantification of the training needs of the members of industrial co-operatives;
- an analysis of the total equipment requirements for existing societies and new societies likely to be registered;

- a critical analysis and subsequent development of the legal framework within which societies have to operate;
- an understanding of the strengths and weaknesses of the societies themselves and of the existing supportive infrastructure and thereby the development requirements.

The second part of the development objective, namely the capability of the organisations concerned to solve the problems involved, is dealt with in the project's immediate objectives.

#### 4.2 Achievement of First Immediate Objective

The project's modified first objective was to assist in the establishment of an Industrial Co-operative Desk within the Extension Services Department of SIDO. The function of this desk is to continue the activities to provide and co-ordinate support to existing and new industrial co-operative societies initiated during the two projects and, specifically:

- to maintain the central records of individual industrial co-operatives annually up-dated to keep abreast of current problems and development needs, to monitor performance, to assess actual and potential production capacity and for general statistical purposes;
- to prepare analytical and statistical reports on industrial co-operative societies or types of society;
- to co-ordinate and subsequently monitor SIDO assistance programmes for specific societies;
- to initiate specific enquiries, for example annual usage of consumable items, collate and analyse results, develop programmes of action to solve problems identified and monitor their implementation;
- to liaise with parallel projects pertinent to industrial co-operative development including the SICATA project;
- to be aware of available co-operative training relevant to industrial co-operatives, including the Moshi Co-operative College and the Co-operative Education Centre, and contribute as necessary to its development;

- to maintain contacts with the Co-operative Development Department and be aware of co-operative development generally;
- to keep up to date with international co-operative development pertinent to industrial co-operatives and maintain established contacts;
- to maintain and supplement literature pertinent to industrial co-operative development and provide information when required;
- to contribute as requested to meetings, workshops, seminars and conferences, both national and international, concerned with industrial co-operative development.

The achievement of this first objective is thus represented by the establishment during the project of the physical paraphernalia of the co-operative development office itself, the initiation of the functions listed above and the training of the national staff concerned, both on the job and international fellowship, to whom most of the functions have been progressively handed over.

#### 4.3 Achievement of Second Immediate Objective

The project's second immediate objective which, as earlier explained in section 2.3, had to be totally amended, was in three parts and is dealt with accordingly below.

The completion of the groundwork for the eventual establishment of a Union of Industrial Co-operatives, is represented by the report with all the relevant material for future reference.

Assistance was also given by the project in determining the extent to which SIDO activities may be extended to include activities envisaged as being carried out by the proposed Union and, in this sense, that part of the second immediate objective was also achieved. Only financial constraints prevented the implementation or initiation of all the activities recommended.

## V. UTILISATION OF PROJECT RESULTS

The extent to which project results were effectively utilised in Tanzania is discussed in this section of the report. In addition, the factors which have affected or which might affect this are identified.

From the outset of the first project, and through most of the second, the primary source of Government interest in industrial co-operative development in Tanzania was in SIDO and the Ministry of Industries rather than the Co-operative Development Department. The latter was initially pre-occupied with village matters, referred to in the earlier project's first report (see section 1.2), and subsequently pre-occupied with the re-organisation of the co-operative movement and drafting its new legislation. This situation had its effect in the utilisation of project results since actual or potential industrial co-operative development tended to be very much in advance over the other sectors of the co-operative movement.

The project originally aimed at achieving two main results of which one was basically achieved and the other was not; these are accordingly considered separately below.

### 5.1 SIDO Capability to Assist Industrial Co-operatives

The conceptual progression from a "unit" to an Industrial Co-operative Development Department to an Industrial Co-operative Desk within SIDO, previously described, were all concerned with developing SIDO's capability to assist industrial co-operatives in their total development. Had the new Extension Services Department in SIDO not been formed, the project's original first immediate objective to assist in the formation of an Industrial Co-operative Development Department would have been retained and this department would eventually have been fully and directly involved, inter alia, with extension services to industrial co-operative societies. As the project was designed before this change took place, or even anticipated, its activities included the initiation of these extension services.

It will be clear that SIDO's capability of providing extension services to small industries has been enhanced by the work of the project. The methods of survey, analysis and development of recommendations have been demonstrated and implemented. A simple and straightforward method of developing feasibility studies for very small manufacturing units typical to Tanzania has been prepared and circulated. A useful start has been made in the preparation of relevant training material both for the industrial co-operative societies and for SIDO extension staff.

It would be unrealistic to expect, however, that these efforts could have any major impact on SIDO capability to effectively utilise them at this stage. In the first place it is well established that it takes at least 5 years to train a management consultant to a senior level and this is recognised in the SICATA project in terms of its duration (see section 3.4). In the second place, the addition of the new and demanding extension role to SIDO's activities was accompanied by no increase in staff due to financial constraints; indeed, the project was informed that SIDO's budget for the year commencing July 1983 was being cut to 75% of the previous level and that SIDO was hoping to achieve this through reducing expenses and not staff - this, in turn, could seriously hamper SIDO's ability to operate extension services. Finally, the project was originally conceived by the adviser as a 3-year project but this was subsequently reduced to facilitate its funding. If the SICATA project had not been initiated, the project would have recommended a further phase on similar lines. In this sense, therefore, the project considers the SICATA project as a logical development of its own work in this area.

Apart, therefore, from extension services, SIDO's capability to assist industrial co-operatives through the Industrial Co-operative Desk has been established and its functions set out in section 4.2 should continue to be effectively utilised. The internal reorganisation of SIDO is geared towards a much more effective way of assisting both existing and new small-scale industries which include Industrial Co-operative Promotion and Development. Emphasis is laid on the improvement of both active and dormant societies and the Industrial Co-operative Assistance Programme clearly spells this out.

The central records of individual co-operatives were originally conceived to be up-dated annually by means of the questionnaire designed for this purpose being completed by regional SIDO staff in collaboration with each society. It was considered that this would also enable the regional offices to keep up to date with the progress and current problems of the societies in their region and to provide immediate assistance where necessary or possible. For one reason or another, it never proved possible during the project to hold the planned seminar for regional SIDO staff to familiarise them with the purpose and method of completing these questionnaires. Instead, the Regional Managers in 12 regions visited since the questionnaires became available were briefed individually and supplies of forms were issued. Representatives of individual societies were also briefed and issued with forms at the first national conference of industrial co-operatives (see section 3.11). Despite this, no completed forms had been returned to SIDO HQ at the time of drafting this report. It is clear, therefore, that an annual tour of all societies will have to be organised by the Desk to ensure collection of the necessary data and, hopefully, this will not be prevented by financial constraints.

During the survey carried out in the first project (see section 1.2) a considerable amount of information on the individual societies visited and their problems was collected. This information formed the basis of individual action programmes for each region sent out early in the second project but, as noted earlier (section 3.3), the response from the regions was disappointing. During the second round of visits some two years later, it was noted that most of the problems earlier noted still existed and little action appeared to have been taken. To a large extent this situation may be explained by the considerable problems faced by regional offices in terms of lack of transport, staff shortages or changes, poor communications and other work priorities. Nevertheless it cannot be said that project results in this area were effectively utilised. Moreover the Desk task of



co-ordinating and monitoring SIDO assistance programmes for specific societies may be somewhat academic in the face of inaction or lack of feedback from the regions. This further reinforces the idea and purpose of an annual tour of all societies organised by the Industrial Co-operative Desk.

In other areas, effective utilisation of project results will require further follow-up activities by the Desk. These include:

- monitoring developments in the training field following the Curriculum Development Workshop at the Co-operative College in Moshi and in collaboration with the SIDO Training Department and the SICATA project;
- maintaining contacts with the appropriate authorities to ensure that any possible further changes in legislation or directives affecting industrial co-operatives are known;
- ensuring in collaboration with the Prime Minister's Office, that the new Model By-laws for workers' industrial co-operatives, now agreed, are finalised, printed and circulated to the regions including regional SIDO offices;
- co-ordinating the field testing and finalisation of:
  - . Guide to the Formation of Industrial Co-operative Societies;
  - . the two self-study training booklets:
    - Industrial Co-operatives - Co-operative Organisation;
    - Industrial Co-operatives - Basic Economics;
- following through the action initiated:
  - . to ensure SIDO representation on Regional Tender Boards;
  - . to ensure SIDO representation on RTC Allocation Committees;
  - . to distribute industrial raw materials through the RTC network on a handling charge basis only.

## 5.2 Industrial Co-operatives Capability to Help Themselves

The primary purpose of the project's second immediate objective was to enable the industrial co-operative societies to help themselves through collective action - i.e. the sixth international co-operative principle: co-operation between co-operatives.

The decision by Government not to allow at the present time the industrial co-operatives to form their own national Union, which in the project's view would have been the most effective instrument for collective action, was a clear case of non-utilisation of project results. However, by subsequently advising the industrial co-operatives to form a "CLUB" or pressure group, the Government left the door open to further development in this area.

The heartening aspect of developments after this decision was taken was the speed and dedication with which the industrial co-operative societies took up the matter themselves. From the description of these developments in section 3.11 it will be clear that the project results were effectively utilised by the co-operators and that they demonstrated the ability to help themselves, at least in terms of representation. It may be noted that what they achieved up to and including the second national conference of industrial co-operatives was in their own time and at their own cost.

During the drafting of this report, these developments were still taking place. For example, after the second national conference, the representative National Formation Committee of Industrial co-operatives was invited to attend the WASHIRIKA annual conference in Dodoma from 28 to 30 April 1983 for further discussions in this matter. Following this, the Chairman of this committee expressed confidence that they would soon achieve their objective of a national Association as this had been accepted in principle by the conference.

The eventual formation of a national body representing industrial co-operative primary societies would of course represent only the first, but vital, step in providing the means by which the societies could help themselves collectively. The development of such an organisation to provide a service of real value to the societies would probably require outside assistance. For this reason, the project prepared a project document for a third phase based on strengthening the proposed Union (see also section 2.3). When the Government decision was taken, however, this proposal was dropped. Nevertheless, the document remains as the basis for a possible future project.

## VI. FINDINGS

The main findings arising from observations, knowledge and experience gained on the project are set out below under appropriate headings.

### 6.1 Industrial Co-operatives in Tanzania

1. Workers' co-operatives are the most suitable form of industrial co-operative society for small-scale industry and, by their overwhelming preponderance in Tanzania, have demonstrated their acceptability to the people working in them.
2. Even on a larger scale, the workers' co-operative form of industrial co-operative society can be fully effective in terms of member commitment and dedication and such societies therefore deserve full Government support in the interests of true self-reliance.
3. The new Model By-laws for Workers' Industrial Co-operatives, now agreed by the Prime Minister's Office, are satisfactory and could be adopted progressively by most industrial co-operatives.
4. The widespread need for the training of members of industrial co-operatives was confirmed in the second round of visits conducted. In particular, it was evident that the majority of societies were unable to produce adequate financial or control information. When the two new self-study training booklets for members of industrial co-operatives are finalised they could serve as basic training material for existing and new societies or induction training material for new members.
5. The second round of visits also revealed that most of the problems identified during the visits conducted some 2 years earlier still existed. Most of these problems could be solved by collective action or pressure by the societies themselves. The societies are well aware of this and they have made considerable efforts in this direction.

6.2 Legal Framework - Constraints to Industrial Co-operative Development

6. The new Co-operative Societies Act, 1982 makes certain provisions which are helpful to industrial co-operative development of which the main ones are: recognition of the existence of industrial co-operatives and a more flexible approach regarding the minimum number of persons who can establish such a society. There are also provisions, however, which constrain industrial co-operative development of which the main are:

- Section 23(1) expressly prohibits the operation of any co-operative society (including registered industrial co-operatives) other than a rural (multi-purpose) co-operative society within a village. This means that the continued existence of 17 active industrial co-operative societies as autonomous units is threatened depending on the classification of the areas in which they operate as villages or otherwise.
- Whilst Section 14 and 16 state that primary societies may form secondary societies and it is nowhere stipulated that this cannot be done at national level, Section 15 prescribes that a co-operative union (which has the same meaning in the Act as a secondary society) may be formed for a region or a district. The lack of any provision in Section 15 to form a union at national level was used as an argument against the formation of the proposed Union of Industrial Co-operatives despite the fact that the same section also makes no general provision for the formation of primary societies in urban areas; the logical extension of this argument could therefore result in every co-operative society in an urban area (which includes all the remaining industrial co-operatives) being declared illegal.

In general, the new Act is overlong and has many inconsistencies and inaccuracies which suggest that it was drafted under pressure. Furthermore, it is primarily concerned with the formation of new types of society to take the place of the societies previously dissolved and these new societies have yet to be proved in practice.

7. The new Co-operative Societies Rules, 1982 is, like the Act, overlong and detailed to the extent that very little flexibility is left for co-operative societies to make by-laws which meet their specific requirements. There are no major constraints to industrial co-operative development, other than those in the Act itself, but certain provisions, bureaucratic in nature, may constitute minor irritants; these include:

- the requirement to hold a general meeting to acquire or dispose of property in excess of 10,000/= (Rule 24(1)(e)). The project had suggested that the level be fixed in each society's by-laws since many societies often dealt in fairly large sums, for example in the acquisition of machines. At least the total sum was increased from the original 2,000/= suggested at the drafting stage;
- the requirement (unless the Registrar otherwise directs) for societies to send copies of general meeting minutes to the Registrar (Rule 18 (2)). The project had suggested that this could be covered by inspection of societies' Minutes books to avoid unnecessary costs - in any event, the project considered there was little justification for this interference in the internal affairs of a workers' industrial co-operative;
- the requirement for societies to obtain prior approval in writing from the Registrar before entering into contracts in excess of 50,000/= (Rule 42). The project had suggested that industrial co-operatives be totally excluded from this rule since it was quite normal for the societies to tender for contracts at fairly high levels; the case of a carpentry society obtaining contracts to the value of 1,100,000/= was quoted. At least the sum was increased from the original 10,000/= suggested at the drafting stage.

In addition to provisions which affect primary societies, Rule 24(2) stipulates that every society shall hold general meetings at least twice a year - only the apex organisation shall hold general meetings at least once a year. While this is all

right for primary societies (and at least this was reduced from a minimum of four general meetings a year suggested at the drafting stage) it would involve any secondary society at national level in considerable additional expense.

8. The following local government acts:

- The Local Government (District Authorities) Act, 1982
- The Local Government (Urban Authorities) Act, 1982
- Local Government Finances Act, 1982

do not constitute any direct constraint to industrial co-operative development. On the contrary, the various authorities are required, inter alia, to promote the establishment and development of co-operative enterprise and activities within their area of jurisdiction. However, the various authorities are also empowered and, in view of the shortage of public funds, practically requested, to finance part of their activities by means of revenue derived from establishing their own enterprises. This could lead to competition and conflict of interest between enterprises owned by local authorities and other enterprises, including industrial co-operatives, in term of acquiring licences, permits, tenders, allotment of raw materials, tools, machinery, spare parts, loans and access to land for suitable work places.

6.3 SIDO Assistance to Industrial Co-operatives

9. In terms of the existing numbers of small industries promoted and assisted by SIDO since its inception, it is evident that industrial co-operatives have not been accorded the priority which Government policy requires. However, it is also evident from the encouragement given to the project by SIDO and the Ministry of Industries that this situation is changing.

10. SIDO's role and experience means they are better qualified to assist industrial co-operatives in Tanzania than any other Government organisation, including the Co-operative Development Department. However, most of the SIDO regional offices have an insufficient number of staff to deal adequately with extension and other services required by industrial co-operatives and the staff concerned with extension services need extensive training and experience.
  
11. The major weakness in meeting society requests for financial assistance is in the provision of adequate working capital to cover the acquisition of sufficient raw materials and to meet fixed expenses until these can be financed from the sale of finished products. This means that there is a tendency for bank loans or overdraft facilities to be made available to those enterprises in less need of this vital assistance.
  
12. SIDO could play a more positive role at the regional level in ensuring that:
  - tenders submitted by industrial co-operatives are given fair consideration before contracts are awarded;
  - societies failing to obtain contracts against tenders submitted are informed of the reason or reasons so that they may take steps to achieve success in future tenders;
  - industrial co-operatives are given a fair allocation of raw materials in short supply;
  - their regional personnel liaise with the local officers of the Co-operative Development Department on society problems which the CDD can solve.
  
13. The Guide to the Formation of Industrial Co-operative Societies prepared by the project could assist Regional SIDO offices in advising any group of persons interested in forming an industrial co-operative.

#### 6.4 Industrial Co-operative Desk in SIDO

14. The Industrial Co-operative Desk in the Extension Services Department of SIDO has the necessary information, data and contacts to undertake the functions for which it is established and which are detailed in section 4.2. It may, however, require some further assistance in developing these functions effectively in accordance with future developments.
  
15. The completion of questionnaires for each society every year to provide information for updating the central records of industrial co-operatives cannot, at this stage, depend either upon regional SIDO staff or upon the societies themselves due primarily to:
  - inadequate or uncertain communications between the regional offices and SIDO HQ;
  - excessive workload on many SIDO regional offices;
  - inability of most societies to complete the annual return without some help;
  - the need to estimate financial information on a realistic and uniform basis for about 75% of the societies due to the significant backlog of audited accounts.
  
16. The following documents produced by the project are ready, translated into Kiswahili, for field testing and finalisation:
  - Guide to the Formation of Industrial Co-operative Societies;
  - Industrial Co-operatives - Co-operative Organisation;
  - Industrial Co-operatives - Basic Economics.

#### 6.5 Future Industrial Co-operative Development

17. The Small Industries Consultancy and Training Assistance (SICATA) Project to be implemented by the Research Institute for Management Science, RVB, Delft, Netherlands should strengthen SIDO's capability for providing extension and training services to small industries and thereby industrial co-operatives. The work of the UNIDO project has provided a useful start in this area.



18. The most effective instrument to enable industrial co-operatives to help themselves collectively and thus move towards a position of greater self-reliance would be a Union or Federation of industrial co-operative primary societies operating at the national level and affiliated to the co-operative apex organisation, when it is formed. The groundwork to form such a Union or Federation has been completed by the project and could be used immediately if official clearance were to be given.
  
19. If a national body representing industrial co-operative primary societies, with broadly the same objectives proposed by the project for the Union or Federation, is formed in the future, it is probable that it would require assistance in initiating its operations.

## VII. RECOMMENDATIONS

In order to consolidate the work of the project and promote the further development of industrial co-operatives in Tanzania, it is recommended that:

1. the workers' co-operative form of industrial co-operative society continues to be promoted in Tanzania in preference to co-operative manufacturing societies with employed workers;
2. all existing industrial co-operatives are given the opportunity to revise their by-laws on the basis of the new Model By-laws agreed;
3. the basic training material produced by the project is reproduced, after adequate field testing, in sufficient quantities for general use throughout Tanzania. Also, further development of training programmes should give high priority to industrial management accounting with the object of encouraging industrial co-operatives to produce their own periodic and annual financial accounts and control information;
4. official recognition be given to the national representative organisation of industrial co-operatives now under discussion as soon as possible and that the organisation be given adequate powers and practical help by Government to ensure its effectiveness;
5. in regard to the Co-operative Societies Act, 1982,
  - an official statement of Government's policy on future co-operative development in Tanzania be elaborated at the highest political level to serve as a clear directive and guideline for the Commissioner for Co-operative Development and his staff, for the practising co-operators and for the lawmakers;
  - a small technical committee of experienced co-operators and legal draftsmen be appointed to review the entire Act without time pressure. The committee should evaluate practical experience, weed out provisions which contain unnecessary details, ambiguities and repetitions, elaborate a clear terminology, simplify the language and bring all sections of the law in line with the underlying concept. In its work the committee should attempt to

avoid over-intervention by the Registrar/Commissioner for Co-operative Development and other government agencies which may discourage active participation and initiative of the members of registered co-operative societies;

- the limitations as expressed in section 23 of the Act be abandoned to allow the formation of industrial co-operatives where the need arises and to encourage skilled workers and craftsmen in villages to work together in their own industrial co-operatives as self-employed co-operators rather than to compel them to become practically employee of the village multipurpose co-operative or the village council, or to migrate to the urban areas, where they are free to build up their own organisation;

6. in regard to the Co-operative Societies Rules, 1982, their revision be included in the terms of reference of the small technical committee recommended above and the length of the Rules be reduced by incorporating all important issues into the Co-operative Societies Act and by leaving out unnecessary details to be covered by the by-laws of the individual societies;
7. in regard to the local government acts quoted in section 6.2 of this report, the Government elaborate an explicit policy to ensure that industrial co-operatives are given at least equal chances to enterprises directly run by local authorities in acquiring licences, permits, tenders and allotment of raw materials, tools, machinery, spare parts and land for suitable work places and loans;
8. the Government policy to give priority as far as possible to industrial co-operatives over other forms of small-scale industries in terms of resources and assistance be given a new impetus and widespread publicity;
9. SIDO regional staff be increased progressively, where justified, to cope with SIDO's new responsibilities for extension services to small-scale industries and to incorporate the marketing intelligence function;

10. SIDO's terms for equipment loans be marginally hardened to provide a surplus to be utilised as a guarantee for the repayment of bank loans and overdrafts by industrial co-operatives to cover necessary working capital;
11. at the regional level,
  - SIDO is appointed to permanent membership of Regional Tender Boards to ensure that tenders submitted by qualified industrial co-operatives are given fair consideration before contracts are awarded and that societies failing to obtain contracts against tenders submitted are informed of the reason or reasons so that they may take steps to achieve success in future tenders;
  - SIDO is appointed to permanent membership of those RTC Allocation Committees at Regional and District levels dealing with industrial raw materials such as cloth and building materials to ensure that industrial co-operatives are given a fair allocation of raw materials in short supply;
12. the Guide to the Formation of Industrial Co-operatives prepared by the project be field-tested at selected Regional SIDO offices and subsequently be reproduced in sufficient quantities for issue to any group of persons interested in forming an industrial co-operative;
13. two or three short-term consultancy assignments executed by UNIDO be organised as a follow-up to the project to review, inter alia, the operations of the Industrial Co-operative Desk in SIDO and to advise on any further technical co-operation project concerning industrial co-operative development in the light of subsequent developments within Tanzania;
14. the Industrial Co-operative Desk organises and undertakes each year a tour of all active and dormant industrial co-operative primary societies to collect information and monitor their progress; thereby the Desk should also try each year to reactivate dormant societies;

15. the Industrial Co-operative Desk be responsible, inter alia, for organising the field testing and finalisation of the Guide (see 13 above) and the basic training material produced by the project (see 4 above);
16. the Industrial Co-operative Desk liaises closely with the SICATA project to ensure that its extension work and training programmes are relevant to industrial co-operative societies as far as possible;
17. a Union or Federation of Industrial Co-operatives at national level eventually be formed;
18. should a Union or Federation of Industrial Co-operatives be formed, a UNIDO project on the basis of that developed during the current project be considered for implementation.

VIII. CONCLUSION

This report sets down as a formal record details of the implementation of the UNIDO Project N° US/URT/81/200 "Development of Industrial Co-operatives - Phase II" together with its findings and recommendations.

The decision by Government indefinitely postponing the formation of the proposed Union of Industrial Co-operatives constituted a major set-back to the project and, in the project's view, a significant opportunity for industrial co-operative development was missed. However, subsequent developments arising primarily from pressure by the industrial co-operatives themselves, gave rise to the hope that the proposed Union or Federation, or its equivalent, might be allowed to be formed after the termination of this project. Should this happen, the groundwork has already been prepared and a supporting UNIDO project has been drafted.

The project takes this opportunity of expressing its gratitude to all those persons with whom it has been in contact for their advice and contributions and particularly to the Ministry of Industries and SIDO for their encouragement and support.

NATIONAL AND INTERNATIONAL PROJECT PERSONNEL

| <u>Post N°</u>                 | <u>Post Description</u>                           | <u>Name of Incumbent</u>   | <u>Started</u> | <u>Finished</u> |
|--------------------------------|---|----------------------------|----------------|-----------------|
| <u>National Personnel</u>      |   |                            |                |                 |
| T.1                            | Co-ordinator - Industrial Co-operative Project    | Kuringe, R.S.              | 7/81           | -               |
| T.2                            | Industrial Co-operative Management Officer        | Mgembe, Dr. P.             | 7/82           |                 |
| <u>International Personnel</u> |   |                            |                |                 |
| 1.                             | Project Manager                                   | Scott, D.M.                | 7/81           | 6/83            |
| 2.                             | Expert in Industrial Co-operative Management      | Shepherd, B.L.             | 7/82           | 6/83            |
| 3.                             | Consultant on Industrial Co-operative Legislation | Münkner, Prof. H.H.        | 7/82           | 4/83            |
| 4.                             | Consultant on Industrial Co-operative Training    | Jonckers, J.<br>ILO/MATCOM | 10/82          | 5/83            |

Notes

Mr. Kuringe was appointed the Industrial Co-operative Desk Officer w.e.f. 1 July 1983.

Dr. Mgembe was appointed as special liaison officer to the SICATA project on industrial co-operative matters w.e.f. 1 July 1983.

Mr. Scott and Mr. Kuringe were the sole personnel assigned to the first industrial co-operative project from May 1980 to June 1981 and for the first year of the second industrial co-operative project which followed immediately.

Professor Münkner spent 8 weeks in Tanzania out of a 15-week assignment spread over 10 months.

Mr. Jonckers spent 3 weeks in Tanzania out of a 4-months assignment spread over 8 months, the remaining period being spent working on training material at MATCOM in Vienna.

PLANNED PROJECT ACTIVITIES

Formation of Industrial Co-operative Development Department within SIDO

| <u>Activity</u>  | <u>Activity Completed</u> |               |
|--|---------------------------|---------------|
|  | <u>Planned</u>            | <u>Actual</u> |
| 1. Preparatory   | 12/81                     | 10/82         |
| 1.1 Prepare brief on UNIDO project for circulation to all SIDO staff.  | 9/81                      | 11/81         |
| 1.2 Attend preliminary meeting with Senior SIDO staff to ensure their full understanding of project  | 10/81                     | 9/82          |
| 1.3 Finalise arrangements for office accommodation telephone, etc.   | 9/81                      | 7/82          |
| 1.4 Organise internal systems, filing, etc.  | 7/81                      | 7/81          |
| 1.5 Appoint full-time national staff required  | 12/81                     | 7/82          |
| 1.6 Obtain international personnel   | 10/81                     | 10/82         |
| 2. Creation of central records of industrial co-operatives as a basis for monitoring their performance and indicating areas of improvement   | 3/83                      | 6/83          |
| 2.1 Design system and method of updating.  | 2/82                      | 9/81          |
| 2.2 Arrange printing of record cards   | 3/82                      | 3/83          |
| 2.3 Hold seminar for regional SIDO staff to familiarise them with the purpose and method of creating or updating central records.  | 2/82                      | -             |
| 2.4 Initiate system in liaison with regional SIDO staff  | 6/82                      | 4/83          |
| 2.5 Design format of comprehensive annual report to include statistics for official and general purposes   | 6/82                      | 12/82         |
| 2.6 Prepare first comprehensive annual report for 1981   | 6/82                      | 4/83          |
| 2.7 Prepare second comprehensive annual report for 1982  | 5/83                      | 6/83          |
| 3. Development and initiation of a programme of assistance to selected industrial co-operatives or types of industrial co-operative to help in solving their management, technical and financial problems. | 6/83                      | 6/83          |
| 3.1 Analyse total programme requirement from 1980/81 survey  | 9/81                      | 9/81          |
| 3.2 Develop priorities of action to achieve maximum benefit soonest.   | 9/81                      | 9/81          |
| 3.3 Inform SIDO of action programme in their regions   | 11/81                     | 5/82          |
| 3.4 Monitor short-term programme to be tackled through regional SIDO staff.  | 2/82                      | 6/83          |



| <u>Activity</u>   | <u>Activity Completed</u> |               |
|---|---------------------------|---------------|
|   | <u>Planned</u>            | <u>Actual</u> |
| 3.5 Monitor long-term programme to be tackled through regional SIDO staff.  | 6/83                      | 6/83          |
| 3.6 Initiate programme requiring institutional assistance outside SIDO.   | 6/83                      | 6/83          |
| 3.7 Initiate programme requiring direct assistance to individual societies.   | 6/83                      | 6/83          |
| 3.8 Initiate ad-hoc assistance as needs arise   | 6/83                      | 6/83          |
| 3.9 Liaise with SIDO staff in the provision of advice for prospective industrial co-operatives  | 6/83                      | 6/83          |
| 4. Identification of the training needs of the members of industrial co-operatives.   | 11/82                     | 6/83          |
| 4.1 Analyse and quantify training needs from the 1980/81 survey   | 6/82                      | 11/82         |
| 4.2 Determine the relevance of existing training available in consultation with SIDO staff covering all national training establishments including the Co-operative College at Moshi. | 8/82                      | 11/82         |
| 4.3 Draw up a suitable training programme which can be met by existing institutions.  | 9/82                      | 6/83          |
| 4.4 Draw up a future comprehensive training programme requiring development within or extension of available training establishments  | 11/82                     | 6/83          |
| 5. Review of procedures for requests by industrial co-operatives for financial and other assistance.  | 6/82                      | 5/83          |
| 5.1 Examine the procedures for obtaining loans from the existing financial institutions, namely:  |                           |               |
| - the National Bank of Commerce (NBC) - for short-term loans  |                           |               |
| - the Tanzania Investment Bank (TIB) - for equipment and working capital  |                           |               |
| - the Tanzania Housing Bank (THB) - for buildings   |                           |               |
| - the Tanzania Rural Development Bank (TRDB) - for equipment (rural areas).   | 3/82                      | 4/83          |
| 5.2 Examine the procedures for obtaining equipment loans, raw material supplies and marketing services from SIDO  | 4/82                      | 4/83          |
| 5.3 Examine the procedures for allocating gifts from Regional Development Funds and other national or international sources.  | 5/82                      | 4/83          |

| <u>Activity</u>   | <u>Activity Completed</u> |               |
|---|---------------------------|---------------|
|   | <u>Planned</u>            | <u>Actual</u> |
| 5.4 Recommend any changes necessary to simplify such requests and ensure the effectiveness of loans, gifts or services and the possible role to be played in this area by the proposed Union of Industrial Co-operatives.   | 6/82                      | 5/83          |
| 6. Review of co-operative law and laws affecting co-operatives  | 6/82                      | 5/83          |
| 6.1 Examine all laws, rules or Government Directives, together with any subsequent amendments, which affect the operation of industrial co-operative societies or their finances including taxation and licencing and determine any constraints to industrial co-operative development. | 3/82                      | 5/83          |
| 6.2 Recommend any changes or improvements either in principle or in detail and draft appropriate amendments   | 6/82                      | 5/83          |
| 6.3 Examine the legal implications of memberships and private concerns being converted into industrial co-operatives and list the steps necessary to be taken by those wishing to do so.  | 6/82                      | 5/83          |
| 6.4 Contribute to drafting of Co-operative Societies Act, 1982 (new activity)   | -                         | 4/82          |
| 7. Revision of Model By-laws for industrial co-operatives.  | 6/82                      | 5/83          |
| 7.1 Draft Model By-laws for workers' industrial co-operatives incorporating agreed changes in principle.  | 5/82                      | 4/82          |
| 7.2 Obtain agreement to new Model By-laws by the Co-operative Development Department and its subsequent implementation for new and existing industrial co-operatives.   | 7/82                      | 5/83          |
| 7.3 Prepare a simplified version of new Model By-laws for very small societies (e.g. 5 to 10 members) for subsequent implementation by the Co-operative Development Department.   | 6/82                      | 5/83          |
| 7.4 Prepare a check-list as a guide to societies of areas which would or could require the formulation of internal rules within an industrial co-operative society, e.g. the signing of cheques on behalf of the society.   | 6/82                      | 5/83          |
| 7.5 Prepare basic rules for para-co-operatives or probationary co-operatives before full registration in liaison with the Co-operative Development Department.  | 6/82                      | 5/83          |
| 7.6 Draft Model By-laws for non-workers' industrial co-operatives.  | 6/82                      | -             |

| <u>Activity</u>  | <u>Activity Completed</u> |               |
|--|---------------------------|---------------|
|  | <u>Planned</u>            | <u>Actual</u> |
| 8. Preparation of comprehensive Guide for prospective industrial co-operatives.  | 6/82                      | 6/83          |
| 8.1 Draft the section or sections covering all legal requirements for the formation, registration and operation of societies including appropriate legal references.   | 3/82                      | 2/83          |
| 8.2 Draft the sections covering financial, organisational, management and member development matters including appropriate sources of information and assistance.  | 3/82                      | 11/82         |
| 8.3 Finalise the Guide in liaison with the appropriate authorities and institutions including the Co-operative Development Department and the Co-operative College at Moshi and arrange for the provision of adequate stocks for issue to all interested groups. | 6/82                      | 6/83          |
| 8.4 Prepare two self-study training booklets for the members of an industrial co-operative to cover induction and basic training (new activity).   | -                         | 6/83          |
| 9. Contributions to national and international conferences   | -                         | 3/82          |
| 9.1 Prepare and present paper for February 1982 Seminar - Arusha   | -                         | 3/82          |
| 9.2 Prepare and present paper for February 1982 Conference Arusha  | -                         | 2/82          |
| 9.3 Assist in preparatory work for February Conference (new Activity).   | -                         | 2/82          |
| <u>Formation of Union of Industrial Co-operatives</u>  |                           |               |
| 10. Preparatory  | 11/81                     | -             |
| 10.1 Hold discussions with the appropriate authorities to obtain decisions on:   |                           |               |
| (a) the appropriate time to initiate the steps necessary for the formation of the Union;   |                           |               |
| (b) the procedure to be adopted in forming the Union;  |                           |               |
| (c) possible Government assistance in the initial funding of the Union;  |                           |               |

| <u>Activity</u>  | <u>Activity Completed</u> |               |
|--|---------------------------|---------------|
|  | <u>Planned</u>            | <u>Actual</u> |
| (d) the provision of suitable premises for the Union;  |                           |               |
| (e) the data, venue, organisation and funding of a national conference of representatives from each industrial co-operative for the purpose of initiating the Union. | 10/81                     | -             |
| 10.2 Prepare a draft constitution of the Union and check its compliance with existing co-operative law and current revisions being processed.                        | 9/81                      | 9/81          |
| 10.3 Make a formal request to the Registrar to appoint a Formation Committee to initiate the Union on the basis of its draft constitution.                           | 10/81                     | -             |
| 10.4 Assit the Formation Committee in the preparation of a brief for industrial co-operatives to include:  |                           |               |
| (a) a Notice convening the national conference;  |                           |               |
| (b) the steps necessary to form the Union;   |                           |               |
| (c) the draft constitution of the Union;   |                           |               |
| (d) all necessary details and arrangements for the conference.   | 10/81                     | -             |
| 10.5 Arrange for the distribution of the brief to all active and dormant industrial co-operatives whether registered or not.   | 11/81                     | -             |
| 11. Assistance to the Formation Committee in the holding of the national conference of industrial co-operatives.   | 1/82                      | -             |
| 11.1 Receive replies to Notice convening the conference and determine the numbers attending.   | 1/82                      | -             |
| 11.2 Table all proposed amendments to the draft constitution of the Union put forward by industrial co-operatives for inclusion in the conference agenda.            | 1/82                      | -             |
| 11.3 Finalise arrangements for the conference including preparation of the agenda and other printed matter.  | 12/81                     | -             |
| 11.4 Assist the Committee in the organisation and conduct of the conference and note all agreements and decisions including, in particular:                          |                           |               |
| (a) agreement of the constitution;   |                           |               |
| (b) powers of the Formation Committee until the First General Meeting;   |                           |               |
| (c) estimates of the Union's income based on commitments given;  |                           |               |

| <u>Activity</u>  | <u>Activity Completed</u> |               |
|--|---------------------------|---------------|
|  | <u>Planned</u>            | <u>Actual</u> |
| (d) estimates of the Union's expenditure based on activities to be undertaken by the Union in the first year of operations.  | 1/82                      | -             |
| 12. Registration of the Union  | 3/82                      | -             |
| 12.1 Prepare draft minutes of the proceedings of the national conference initiating the Union containing all agreed resolutions and finalise them with the Formation Committee.  | 2/82                      | -             |
| 12.2 Assist the Formation Committee in the preparation of papers necessary for registration including:   |                           |               |
| (a) the authorised minutes of the national conference;   |                           |               |
| (b) Co-op Form N° 1  |                           |               |
| (c) three copies of the agreed Constitution;   |                           |               |
| (d) two copies of a viability statement containing estimates of the income and expenditure of the Union  | 3/82                      | -             |
| 12.3 Present the application for registration to the Registrar in association with the Formation Committee.  | 3/82                      | -             |
| 13. Establishment of the Union following registration  | 9/82                      | -             |
| 13.1 Ensure bank account opened for Union  | 4/82                      | -             |
| 13.2 Assist Formation Committee in acquiring the premises for the Union and arranging postal services and telephones.  | 5/82                      | -             |
| 13.3 Assist Formation Committee to initiate membership procedures in accordance with the Constitution.   | 6/82                      | -             |
| 13.4 Convene First General Meeting of the Union in liaison with the Formation Committee.   | 7/82                      | -             |
| 13.5 Assist as necessary in the organisation and conduct of the first General Meeting primarily concerned with the election of the First Officers of the Union to take over from the Formation Committee.                        | 9/82                      | -             |
| 14. Assistance to the authorised representatives of the Union (either the Formation Committee or the elected officers of the Union according to the decision taken at 11.4(b).) in the selection and appointment of Union staff. | 8/82                      | -             |

| <u>Activity</u>   | <u>Activity Completed</u> |               |
|---|---------------------------|---------------|
|   | <u>Planned</u>            | <u>Actual</u> |
| 14.1 Obtain decisions on the number, designation, status, salary, terms of service etc. of initial permanent staff of the Union to be appointed both by the Union's authorised representatives and subsequently by its appointed management within the initial budget of estimated expenditure and according to the priorities of Union activity decided. | 5/82                      | -             |
| 14.2 Draft terms of reference of permanent staff to be appointed direct and agree with the Union's authorised representatives.  | 5/82                      | -             |
| 14.3 Place suitable advertisements in the national press for the positions to be filled, scrutinise the replies and decide on the applicants to be interviewed.   | 6/82                      | -             |
| 14.4 Hold preliminary interviews with possible applicants to determine a short list of candidates for final interviews.   | 8/82                      | -             |
| 14.5 Assit the Union's authorised representatives in the holding of final interviews and selection of permanent staff.  | 8/82                      | -             |
| 14.6 Assist in the preparation of suitable letters of appointment   | 8/82                      | -             |
| 15. Assistance on the initial operations of the Union   | 6/83                      | -             |
| 15.1 Assist the permanent staff of the Union in the selection and appointment of junior staff as necessary.   | 12/83                     | -             |
| 15.2 Assist the permanent staff of the Union in the institution and initial operation of activities decided to be undertaken by the Union including design of systems and controls for their efficient operation  | 6/83                      | -             |
| <u>Revised Activities following Government Decision to Disallow Union</u>   |                           |               |
| 10. Completion of the groundwork for the eventual establishment of a Union or Federaton of Industrial Co-operatives at national level affiliated to the Apex Organisation.  | -                         | 6/83          |
| 11. Assistance in the establishment of an officially-recognised national body to represent industrial co-operative primary societies until the eventual formation of their own Union or Federation  | -                         | 6/83          |
| 12. Assistance in determining the extent to which SIDO activities may be extended to include activities envisaged as being carried out by the proposed Union or Federation.   | -                         | 5/83          |

REPORTS AND PAPERS PRODUCED

| <u>Title of Report, Paper, etc.</u>  | <u>Remarks</u>  |
|--|---|
| The Setting for Industrial Co-operatives in Tanzania (7/80)*   | Technical, scheduled, English completed. Distributed to SIDO, Government, UNIDO, UNDP.  |
| Survey of Industrial Co-operatives - 1980 (12/80)*   | N.B. Although these reports were completed during the first project they are recorded here as they are relevant to the second project.                          |
| The Development of Industrial Co-operatives in Tanzania (6/81)*  |   |
| Brief on project for Tripartite Review (7/81)  | Technical, not scheduled, English, completed. Distributed to SIDO, UNIDO and UNDP.  |
| Brief on project for SIDO staff (9/81)   | Technical, scheduled, English, completed. Distributed to SIDO Board and staff.  |
| Draft By-laws of the Tanzania Industrial Co-operatives Union Ltd. (9/81)   | Technical, scheduled, English Swahili, completed. Not distributed.  |
| Brief on project for Minister for Industries for onward transmission to Prime Minister (9/81)                                    | Technical, scheduled, English, completed. Distributed to Minister for Industries only.  |
| Reasons for promoting a National Union of Industrial Co-operatives before Regional Producer Unions (9/81)                        | Technical, not scheduled, English, completed. Distributed to Minister for Industries only.  |
| Reply to Co-operative Department's comments on 3rd Technical report and recommendations completed at end of first phase (10/81). | Technical, not scheduled, English, completed. Distributed to Co-operative Department only.  |
| Paper: "Tanzanian Experience of Industrial Co-operatives". (1/82)  | Technical, not scheduled, English, completed. Presented and distributed to ICA Dissemination Conference on Industrial Co-operatives held at Arusha in February. |

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\* This report was produced by Phase I project, it is however, included in this list as important reference document.

| <u>Title of Report, Paper, etc.</u>   | <u>Remarks</u>  |
|---|---|
| Discussion Paper:<br>"Organisation and Management of<br>Industrial Co-operatives" (2/82)                    | Technical, not scheduled, English,<br>completed. Presented and<br>distributed to SCC Regional<br>Seminar on Industrial Co-operative:<br>held at Arusha in February/March. |
| Brief for Minister on first draft of<br>Co-operative Societies Act, 1982 (3/82)                             | Technical, not scheduled,<br>English, completed. Sent to<br>Minister only.  |
| Model By-laws for workers' industrial<br>co-operative societies. (4/82)                                     | Technical, scheduled, English,<br>completed. Not distributed.   |
| Brief for Minister on second draft of<br>Co-operative Societies Act, 1982 (4/82)                            | Technical, not scheduled,<br>English, completed. Sent to<br>Minister only.  |
| Report: "The Legal Framework for Industrial<br>Co-operatives in Tanzania" (5/82)                            | Technical, not scheduled,<br>English, completed. Distributed<br>to Government (Ministry of<br>Industries, Prime Minister's<br>Office, WASHIRIKA, SIDO) UNDP<br>and UNIDO. |
| Brief for Minister on proposed Union of<br>Industrial Co-operatives (6/82)                                  | Technical, not scheduled,<br>English, completed. Sent to<br>Minister only.  |
| Brief for Minister "Arguments for Setting<br>up a Secondary Society of Industrial<br>Co-operatives". (8/82) | Technical, not scheduled,<br>English, completed. Sent to<br>Minister only.  |
| Paper "First Steps to a Workers'<br>Co-operative Society". (8/82)   | Technical, not scheduled,<br>English (some Ki-swahili<br>examples). Distributed to<br>SIDO and Moshi Co-operative<br>College.   |
| Report on the Habari Printers Co-operative<br>Society Ltd. (9/82)   | Technical, not scheduled, English.<br>Distributed to SIDO, First<br>Secretary (Commercial) Embassy<br>of FRG and Professor Enriques,<br>Coady Institute of Canada.        |
| Report on Mlalakuwa Ujenzi Carpentry<br>Workshop Co-operative Society Ltd.(10/82)                           | Technical, not scheduled,<br>English. Distributed to SIDO<br>and Overseas Missions Secretariat,<br>Belgium.   |
| Paper "Central Records for Industrial<br>Co-operatives and Annual Returns"(10/82)                           | Technical, scheduled, English.<br>completed. Distributed to SIDO.   |



| <u>Title of Report, Paper, etc.</u>  | <u>Remarks</u>  |
|--|---|
| Paper "Design for Annual Report on Industrial Co-operatives" (10/82)                                   | Technical, scheduled, English, completed. Distributed to SIDO.  |
| Draft Project Document for proposed Phase III of industrial co-operatives project (10/82)              | Technical, not scheduled, English, first draft. Circulated to Director General, SIDO only.  |
| Report on the proposed Mwanko Ujamaa Co-operative Society, Singida (11/82)                             | Technical, not scheduled, English. Distributed to SIDO.   |
| First Report by Consultant on Industrial Co-operative Legislation (11/82)                              | Technical, scheduled, English, final draft. Extract circulated to Minister later (3/83).  |
| Comprehensive Guide for Industrial Co-operatives (11/82)   | Technical, scheduled, English, draft. Not circulated.   |
| Notice convening first national conference of industrial co-operatives (12/82)                         | Technical, not scheduled, English, Ki-swahili, draft for discussion. Circulated to Industrial Co-operatives Conference, Preparatory Committee.  |
| Discussion Paper "Development of SIDO Services to Industrial Co-operatives" (1/83)                     | Technical, not scheduled, English, first draft. Circulated within SIDO for discussion.  |
| Paper "Background to Industrial Co-operative Development in Tanzania up to 1982" (1/83)                | Technical, not scheduled, English, Ki-swahili, completed. Circulated through Industrial Co-operatives Conference Preparatory Committee to participants at first (and second) national conference of industrial co-operatives. |
| Draft Resolution to form a National Advisory Council of Industrial Co-operatives (1/83)                | as above  |
| Draft Rules for the proposed National Advisory Council of Industrial Co-operatives (1/83)              | as above  |
| Draft By-laws of the proposed Tanzania Industrial Co-operatives Association (2/83)                     | Technical, not scheduled, English, completed. Circulated to the newly-elected National Formation Committee of Industrial Co-operatives.   |
| Comments on a SIDO feasibility study for Mwangaza Engineering Co-operative Society Ltd., Arusha (2/82) | Technical, not scheduled, English. Distributed to SIDO.   |

| <u>Title of the Report, Paper, etc.</u>   | <u>Remarks</u>   |
|---|--|
| Project Viability Study for Umoja wa Maseremala Daima Mbele Co-operative Society Ltd., Bagamoyo (carpentry), (2/83)                     | Technical, not scheduled, English. Distributed to SIDO and UNIDO for COPAC (Committee for the Promotion of Aid to Co-operatives).                            |
| Project Viability Study for Mbeya Thailors Ujamaa Co-operative Society Ltd. (2/83)  | Technical, not scheduled, English. Distributed to SIDO and UNIDO for COPAC.  |
| Project Viability Study for Tekeleza Ushirika wa Chokaa Co-operative Society Ltd., Mafia (lime manufacture) (2/83)                      | Technical, not scheduled, English. Distributed to SIDO and UNIDO for COPAC.  |
| Project Viability Study for Ujamaa Garage Co-operative Society Ltd., Lindi (2/83)   | Technical, not scheduled, English. Distributed to SIDO and UNIDO for COPAC.  |
| Revised "Model By-laws for Workers' Industrial Co-operative Societies" (following meeting 18.2.83 with Co-operative Secretariat) (3/83) | Technical, scheduled, English, final draft. Distributed to co-operative Secretariat, Prime Minister's Office, Ministry of Industries and SIDO.               |
| Project Viability Study for a proposed shoe-making co-operative society in Masasi (2/83)  | Technical, not scheduled, English. Distributed to SIDO and UNIDO for COPAC.  |
| Paper "Evaluation of Total Equipment Needs of Industrial Co-operatives in Tanzania" (3/83)  | Technical, not scheduled, English. Distributed to SIDO.  |
| Appraisal Report on Dar es Salaam Small Industries Co-operative Society Ltd. (DASICO) (3/83)  | Technical, not scheduled, English. Distributed initially to SIDO.  |
| Reference Booklet "Guide to the Formation of Industrial Co-operative Societies" (4/83)  | Technical, scheduled, English, final draft. Distributed to UNIDO for MATCOM and circulated for comments to SIDO and the Co-operative Development Department. |
| Paper "Industrial Co-operatives - Needs and Resources" (4/83)   | Technical, scheduled, English. Distributed to SIDO.  |
| Paper "The Training Needs of the Industrial Co-operatives in Tanzania" (5/83)   | Technical, scheduled, English. Distributed to SIDO.  |
| Annual Report on Industrial Co-operatives in Tanzania - 1931 (5/83)   | Technical, scheduled, English. Distributed initially to SIDO.  |

| <u>Title of Report, Paper, etc.</u>  | <u>Remarks</u>   |
|--|--|
| Annual Report on Industrial Co-operatives in Tanzania - 1982 (6/83)              | Technical, scheduled, English. Distributed initially to SIDO.  |
| Self-study Booklet "Industrial Co-operatives - Co-operative Organisation" (6/83) | Technical, scheduled, English. To be translated and distributed to selected regions for field testing. |
| Self-study Booklet "Industrial Co-operatives - Basic Economics" (6/83)           | as above   |
| Final Report by Consultant on Industrial Co-operative Legislation (6/83)         | Technical, scheduled, English. To be distributed by SIDO to all concerned organisations in Tanzania.   |
| Reference Report "Formation of a Union of Industrial Co-operative in Tanzania".  | Technical, not scheduled, English. To be retained by SIDO for future reference.                        |

