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MISSION REPORT

KENYA TRAINING CENTER FOR JUA KALI- INFORMAL SECTOR- WOMEN
MAKING TEXTILE OR RELATED PRODUCTS

NOVEMBER 30, 1989 THRU JANUARY 14, 1990

submitted by Doris C. Petersham
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Technology

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A mission was undertaken November 30, 1989 to January 14, 1989 by the consultant and a national counterpart, Ms. V. Mbugua assisted by Mr. Muriruri John Muthee, to analyse the status of the Kenyan Women's informal sector (or Jua Kali) working with textile and related products. The purpose was to evaluate the state of-the-art and technology, foster the interlink with NGOs, and draw up a technical report and project formulation framework. The mission was requested by the UNIDO SIDFA and the Ministry of Technical Training and Applied Technology in response to the Government of Kenya's effort to create employment in the informal sector as a major thrust to meet the growing needs for both productive employment and increased growth of the economy by utilizing labor intensive modalities. The identification of the particular field of expertise- textiles- arose from the research that has been done in collecting data relevant to the major areas in which women are gainfully employed. The two major areas of female employment in Kenya at the Jua Kali level are textiles (primarily dressmaking at this point) and food production.

The initial idea to establish two training centers was evaluated by the team as well as the SIDFA and it was decided to focus on the Nairobi area as the first step. As the model unit here becomes successful, the introduction of a second project would be initiated sometime during the second or third year, if it is deemed applicable at that point. Since the recommended approach is new and innovative from the standpoint of creating new products, thus new market niches in the textile field, more useful information and data collected during the first trial period will give the rural project phases a strong base from which to begin, having ironed out many problems in advance. The mission, however, did research in both the urban and rural areas to give a broad base from which to make the final recommendations.

The following areas of concern and/or issues directly related to the problems facing the establishment of training, cum production, cum markets were investigated in relation to the target beneficiaries as well as the general circumstances of the textile field and market in Kenya;

- * existing market products
- * potential areas for new products
- * design sources for new products
- * levels necessary to train to obtain the desired objectives set forth by the project
- * sources for national staff qualified for the proposed project
- * number and circumstances currently existing of target beneficiaries
- * needs of target beneficiaries from their prospective
- * needs of target beneficiaries from government

perspective

- * methods of production applicable to project training, thus trainee needs.
- * possible approaches to raw material purchasing thru associative bargaining
- * needs of government from the target beneficiaries
- * raw material availability
- * availability of credit to target beneficiaries
- * needs of training levels necessary to access credit by target beneficiaries (related to expectations of existing credit schemes by NGOs)
- * overall employment need from perspective of the long term development goals
- * designing a program which has good sustainability prospects in relation to the existing circumstances within the country
- * linkages with existing institutions (particularly use of underutilized facilities under the direction of government)
- * direct feedback from target beneficiaries via a questionnaire as to the needs and constraints in both specific and general terms.

Since it is the firm belief of the mission consultant that a wholistic approach to the problem of training is the most productive approach, this is the main thesis of the proposed program. No amount of product development and technology transfer training without production techniques, marketing and business skills will ever create successful businesses and vice versa. Training too often is not seen as a total package, therefore does not achieve the desired results.

Since one of the major objectives of the mission was to obtain information directly from the target beneficiaries, several methods were discussed and it was decided that the most appropriate and most complete would be a questionnaire. Doubts as to the usefulness of this approach with this sector voiced by the consultant were dispelled, as the Kenyan women are quite used to responding in this manner from previous experience. With the information gathered, the design of the program was commenced to fit the specific problems from the perspective of the beneficiaries as well as fitting the program into the government development objectives. The Kenyan Government has a very well thought out plan of action for the growth of the country which was used in planning the proposed project from a conceptual basis.

At the risk of appearing like a chronological itinerary, the mission report will include the notes on evaluations and comments of meetings with various people and organizations as definitive information to notate the rationale for the project recommendations.

One very important issue the mission team kept confronting was the specific lack of data and information on the target beneficiaries. As a result of this, it was decided to include a component in the project for identification and gathering of this as it will prove useful not only for future phases of this project, but is a needed element for all other programs for women if they are to grow and profit from the mistakes and successes of trial and error. The team found only one complete study that has been done in a fairly cursory manner due to lack of time and depth involved in it, i.e. UNECA/ Study on the Status of Women Entrepreneurs in the Informal Sector, 1988. The problem is being addressed, but only in the beginning stages. With the inherent potential of this target group, it must more fully be addressed.

The technical levels in sewing of the women in the Kenyan Textile informal sector were found to be considerably above levels as compared to other developing countries worked in by the consultant. The upgrading to a level near or of that of a commercial product is entirely within the limits of possibility among the beneficiaries visited. There is a long way to go, but it has the potential. This actually means that a much more sophisticated level of training can be initiated by the project than was anticipated in the beginning. New techniques in skills to initiate new products is the area that will yield the most sales as assessed by the consultant.

The issue of access to credit being of prime concern was thoroughly investigated by the team and is discussed in more detail in each of the meeting notes in this report. It was decided to recommend the proper training for graduate trainees to access credit, rather than set a new scheme in the project as many NGOs are already operating programs on many different levels. This was considered the most cost-effective and professional approach given the situation in Kenya at this time.

One other major constraint for the Jua Kali entrepreneurs is the lack of enhanced marketing/ business/ and entrepreneurial awareness, this is addressed by the project with the establishment of the component to train in these areas.

It will be necessary to write a curriculum for the training programs in all areas of the skills, to be taught on an integrated basis giving as close to a "real" experience as possible. Several existing courses in entrepreneurialship were reviewed and with the particular needs of this project addressed, the writing of a curriculum for training for the project should be able to be accomplished in one or two months.

A close look at the project formulation framework will

exhibit the specific recommended approaches, outputs, inputs etc. of the proposed project.

The project as viewed at this point is judged to be one of a three year first phase duration with an additional two or three year period till it can begin to substantially contribute to its own sufficiency. Three years should make a level of break-even in the marketing component. The added bonus of training far beyond the project trainee number is one which needs follow-up with recorded results to be able to make accurate projections, but it is anticipated at a fairly high rate if current trends in this sector remain valid. A survey conducted by Ms. Mbugua for UNICEF in November of 1989 on the links between education and employment revealed that of 33 Jua Kali women interviewed, 25 had apprenticeship programs in their businesses.

The following notes will give a more detailed picture of the mission findings;

KENYA WOMEN'S JUA KALI TRAINING CENTER FOR TEXTILES AND
ASSESSORIES

Notes for the file/ for mission report;

Arrival in Nairobi/ 1.12.89

Meeting with UNDP administrative staff and SIDFA.
Meeting with counterpart, Ministry of Technical Training and
and Applied Technology Ms. Violet Mbugua /
coordinator of department of Women's Development

A general plan of action for the mission was discussed and it was agreed to meet in Saturday 2.12.89 to discuss more details of the expectations and goals to be achieved by the mission team. After generally defining possibilities for the program, Ms. Mbugua agreed to set a tentative schedule for the mission calendar which would be used as a guideline, this to be completed and discussed on 4.12.89. It was agreed that a questionnaire would be prepared by a joint effort to obtain much of the information needed for baseline studies and as evaluative material for preparation of the proposed document draft. The methods of it's use were given much thought and it was decided to be as flexible as possible in using the questionnaire so as to get the exact sort of information that is needed to prepare the project proposal. Ms. Mbugua stated that the Kenyan women are familiar with this approach and the questionnaire would not frighten them as had been the experience of other country work of this nature. It was agreed to sense the situation and proceed from that point to gain enough information as to its usefulness. An evaluation of the approach and any modifications needed will be done after the first few interviews have been completed.

One of the major concerns discussed was the possible introduction of media other than strictly textiles to be included. This category may be considered accessories to the textiles, the purpose being to broaden the base of beneficiaries skills and sales as well as add interesting variations and a wider base for target markets. This will be defined and expanded on as the mission proceeds.

During times between the scheduled meetings, interviews, and market tours, the mission consultant studied and reviewed background information which included the following documents of relevancy;

- UNIDO Files Women Textile Project
Pottery project for women
- A Strategy for Small Enterprise Development in Kenya-
Towards the Year 2000 May, 1989

* Part I - 1. The Enabling Environment

- 2. Investment and Finance
- 3. Non-Financial Promotional Programs

- * Part II Programs of Action
- * Part III Project Ideas

This set of documents is an extremely well thought out and a professionally presented program set forth by the Government of Kenya. The mission counterpart from the Ministry of Technical Training and Applied Technology (MTAT) was instrumental and participatory in producing this concept and its presentation. A good portion of the project background information will be used from this source. Much of the information normally sought for evaluative purposes has been presented in these documents.

- * Socio-Cultural Profiles of Turkana District/ Republic of Kenya
edited by R. C. Roper, Institute of African Studies, University of Nairobi and Ministry of Finance and Planning 1985
- * Nakuru District Development Plan/ Republic of Kenya
Ministry of Planning and National Development 1989-1993
- * Small Enterprise Financing in Kenya June 88
by
- * Republic of Kenya Development Plan 1989-1993
- * Enterprise Promotion Institute
a feasibility study and project proposal
by the International Council for Development
a pilot project for financing alternatives for
small enterprise development.
- Training of Trainers Texts:
 - * Text #1: "Entrepreneur Selection and Programme Development Manual"
 - * Text #2: "Trainer- Constant's Handbook"
 - * Text #3: "How to Start a Business in Kenya"

* Text #4: "How to write a Business Plan in Kenya"

The above are a group of manuals produced from a "Training of Trainers Workshop on Entrepreneur Selection and Training" held at the Kenya Industrial Training Institute, Nakuru, Kenya, September 24- October 14, 1989 sponsored by UNDP, UNIDO, and the Government of Kenya, and conducted by the Hawaii Entrepreneurship Training and Development Institute. The address^{es} many of the issues that the current project will face and with some major modification have some very valid approaches that may be applicable.

* *Handwritten note:* These manuals by various development institutions are available from the Ministry of Education, Nairobi.

Tentative Calendar Schedule as of 5.12.89;

TEXTILE PRINTING AND TRAINING CENTER FOR WOMEN JUA KALIS
PROPOSED SURVEY PROGRAM;

Dec 5.89 2:15 to 3:00	Discuss program activities Formulate questionnaire
Dec. 6.89 11:00 to 4:00	Visit Mathare Youth Polytechnic Kariombangi Market National Christian Council of Kenya (NCCK) Projects in Mathare Eastleigh Gikomba Juakali and Market, Kamukunji
Dec 7.89	Visit Maridadi Fabrics Kenya Textile training Institute (DIT) Tour city shops
Dec 8.89	Visit Kibera, Lavington Church, Kenyatta Market. Test Questionnaire
Dec 9.89	Test Questionnaire
Dec 11.89	9 AM Meeting/ Permanent Secretary, Ministry of Technical Training and Applied Technology. Produce quantity of questionnaires needed.
Dec 12.89	Public Holiday/ Jamhuri. Kenya's independence day celebrations.
Dec 13.89 Dec 15.89	Carry out interview around Nairobi with target sector candidates.
Dec 16/22.89	Interviews and review of activities in Nakuru Tour Eldoret, Lowdwar, Kisumu areas

Dec 23/25.89 Christmas holiday

Dec 26.89 to Coast Province Interviews and review of
Jua Kali activities

Jan 3/Jan 14 Analysis of Questionnaires and finish first
draft of the report.

TOUR OF CITY SHOPS:

Dec. 7.89

A review of the city shops selling products related to the markets of the proposed program for Jua Kali was carried out with the view to using this to gain insight as to:

- * the products currently being made
- * the possible competition
- * the options for new product introduction
- * the level of craftsmanship of current products and the need to upgrade this
- * the pricing of current products
- * the levels of the different markets and the different customer bases.

The nature of the products did not vary a great deal, most of them being geared to tourists markets with a few exceptions in some of the more upscale dress shops. It appears that there may be an excellent opening in the market for new and innovative items to an upper middle class clientele that is currently not filled by existing products. Most of the products fell in the following categories or media make-up.

- * textile dresses of indigenous nature with african print and embroidery embellishment or tie-dyed; these did not seem terribly innovative and the introduction of some new techniques such as selective hand painting or hand screened fabrics, screened monoprint series etc. would utilize the national dress but give a new and fresh approach.
- * khangas- indigenous dress- two lengths of fabric, one worn as wrap skirt and the other wrapped over top./ Many were of tie-dye and/or batik combinations with very intense naphthol dye colors. They were nice, but to some degree have been overused in the world market and need some innovation via the use of Kenyan design motif with new product development.
- * lots of very massed produced wooden animals which are very nice but overused at this point.
- * huge numbers of semi precious stone jewelry which is

much better when not seen in such big quantity.
Included in this were malachite, lapis lazuli, coral,
hemetite, obsidion, etc.

- * beaded jewelry indigenous to the masai culture as well as many pieces of silver, gold, brass, and copper.
- * a very large assortment of sisal handwoven bags which are very nice, but have almost run their course on an international fad market. Several new presentations of these bags were seen including ones with leather of about six inches at the top and then a drawstring for the closure with applications of squares of beaded work done by the Masais. The other was a zippered top in leather bands. Both were an upgraded version of the old traditional bag and done in a very tasteful manner. Possibilities of new products such as luggage, fitted picnic baskets, brief holders, etc. could open more options in this already well accepted market.
- * batik wall hangings which are of questionable design and crafted quality. If this technique is used, the products should be more than imitations of Indonesian designs. Resist techniques that are indigenous to this part of the world would be much more appropriate and many options exist that can make uniquely Kenyan products using resist.
- * a very few clay sculpture pieces which have a quite humorous quality and are very primitively sophisticated. This line could be more fully developed for the tourist and collectors market with the upgrading of firing techniques.
- * lots of clay cooking pots and water jars as well as a few large decorative pots which are all fired to about cone 07 to C05. They are still used for local consumption in most parts of the country and at very reasonable prices. For the most part they are brushed fired and of a quality that has limited duration.
- * many shapes and sizes of baskets which all have utilitarian purposes within the society and are quite nicely done. The prices, however for the most part do not allow them a huge market internationally as they do not compete with the Phillipines or China in costing for the same quality.
- * a few straw praying mats were in the Nairobi market as well as some other miscellaneous straw products like mats, hot pads, a very hats etc.
- * soapstone carvings of native animals in various and

sundry sizes which appear to have primarily a tourist appeal. This is known as Kisii stone.

* a few bronze sculptures of African figures.

The products of the Nairobi market stalls were much more indicative of the type marketing situations that this project will be addressing. They were of the typical stereotype "market quantity and quality" and for the most part better in appearance than the strictly tourist shops. The presentation of this sort fits the type products better than the store room presentation currently in use. This is one of the issues that this project will need to address in the marketing training in order to create broader markets; and include upscale markets as well as the tourist and outdoor markets

MARKETS/ NGARA AND KENYATTA -NAIROBI CITY MARKETS

Dec 7.89 AM

The two markets had many similarities, but were of total different ambiance. Ngara was closer to the city center and in an area considerably less affluent than Kenyatta. The Kenyatta market was much cleaner and much more organized in presentation than the other. Several of the women's shops were discovered to have professional proprietors who were doing what might be considered a social service on an individual basis. Most all of the shops worked on custom orders or contract orders with very few pieces being done on speculation. Women entrepreneurs were found to have more educational background than had been expected. The following institutions produced graduates which were in the interviewed group this day;

- * Kenya Dressmaking College
- * Wagemba Fashion College
- * Singer Training Center
- * Evelyn College of Design
- * Kenya Women's Trust Fund/ management training
- * Kenya School of Nursing
- * Ohio State University/ USA

The stall rent varies from KSh 250 to KSh 800 depending on the length of time the person has been in the market. Kenyatta market has electricity while the Ngara market in the center of town does not.

Most all the shops make to order with the few exceptions of some who make children's clothes on speculation.

The Kenyatta market appears to have a higher income bracket clientele as indicated by both the product design and the quality. This is no doubt due to the location. In the town market little parking is available as it undoubtedly is not needed whereas the higher income bracket area around Kenyatta market supports not only a large parking facility as well as booth spaces of a higher quality.

KARIOMBANGI MARKET 8.12.89

This is another open market with stalls as the above two, but with a unique presentation of the products of the dressmakers. Someone has devised a very crude dress form made of wire on a stand that all display their wares on and it shows a great deal of ingenuity by someone. Prices of most of the dressmakers are in a general category of from 180 to 300 shillings labor plus materials all the markets. More of the shops in this market make on speculation with many variations of the same design... when questioned about this.. the related that it was a style that someone saw in a magazine and one shop copied it, it sold well, and now it is in every imaginable size, color, texture, and material. Inquiries about design seemed to follow this pattern in this market as opposed to the Kenyatta market where more individuality was exhibited. Prices, however were much in the same categories, with any differences in end prices being primarily the material.

Raw material sourcing for the most part is done on an individual basis, but one unique feature showed up; a girl with a small sports bag went around from stall to stall selling lengths of material... we wanted to interview her, but time constraints have not allowed to date.

JISAIDIE COTTAGE INDUSTRIES 8.12.89

Originally started and sponsored by a church group, this organization (now and NGO) is a very impressive example of cottage industry at it most successful. The company has grown so much since it's inception that it would hardly be called cottage industry anymore, but the concepts still was started from that. It is entirely Kenyan run and operates with a minimum of staff. They produce a number of different products in each of the following media;

1. jewelry ; mostly made from brass wire and semi precious stones of African origin. The foreman of this areas was trained in the workshop and is quite knowledgeable conversant on his products and the training. The design are pretty much the same as much other local jewelry, but of good quality and craftsmanship. Approximately 25 are employed in this

section i the Nairobi shop.

2. woodworking : most of these are done on contract orders; the day of the mission visit, a large order for the Ministry of Education was being worked on... puzzles of indigenous animals for eye-hand coordination and spatial concepts. Good facilities are available, but the need for some more effecient technology such as the use of silk screening whicch they purchase made up as they do not know the process, would greatly benefit the operation. This unit employes about 50 people in the total operation of wood.
3. handloomed weaving: nine large flying shuttle looms were in operation and the cloth being produced was very nice. The major product other than kanga was a very simply designed shirt which showed the fabric to it's best advantage. Bedspreads, belts, ties, etc. were among the other products.
4. a tailoring unit had recently been closed due to the theft of most of the equipment and they were uncertain as to the reinitiation of this program.

Overall the program is excellent and appears to be well managed by Ms. Isabell Mwangi. This is just one of many components of this project as they operate a number of other shops in the rural areas and produce products for export and local sale amounting to KS_____.

JUA KALI METAL MARKET tour with A. Pagani 12.12.89

A tour of the Metal market jua kali in Kamukunji is a very different picture of the making and marketing of products from those of the women. The women's products for the most part would be able to compete on a broader base than the men's products primarily due to the nature of the products. The women' products are adaptable to all segments and target markets with additional skill and promotion input, while the men's metal products will pretty much fill the local needs with little chance of getting into a more sophisticated market. This has to do with the level of technology required to make products of the respective media to target specific markets...i.e. the ladies is a finishing or use of an already newly manufactured material while the metal products are a recycling of already used materials. For this reason, comparison evaluations have little but the income provided as a common base. Both sectors have very innovatively used the resources available to them under the circumstances.

The introduction of slightly more mechanization for higher

production is the main input that could best be used here. There seems to be a quite well organized system of sourcing raw materials and a definite production system despite the primitive surroundings. In discussing pricing with the participants, it appears they need to learn a better understanding of the costing process and all its implications.

MEETING OF PLANNING STAFF FOR WOMEN JUA KALI TEXTILE PROJECT

12.12.89

present at the meeting ;

Ms. Violet Mbugua	Representative for the Ministry of Technical Training and Applied Technology / project requester Counterpart to UNIDO consultant
Mr. Muiruri John Muthee	Economist/ MTTAI / project input
Ms. Barbel Chambalu	Coordinator/ Integration of Women in Industrial Development/UNIDO
Mr. Antonio Pagani	SIDFA/ UNIDO Kenya
Ms. D. Petersham	UNIDO consultant

A meeting of the above group was held to discuss the possible project ideas, projections, parameters, and directions that the program for the Jua Kali Textile Women should take in the current planning phase. The following concerns were addressed.

* institutional framework: the possibility of setting the program up as a training initiative within the Kenya Textile Training Institute (KTTI) was discussed as well as other possibilities, with the consensus that the KTTI may allow for sustainability in a more efficient manner than any other. This will be looked into during the mission and discussions held with the appropriate people before making final decisions.

* Areas to be targeted for beneficiaries as well as media were discussed and suggestions made for investigation.

* Training of trainers was decided to be a very important ingredient for the program. The concept of using the trainers also as after course consultants for follow-up was suggested. This will be considered as a major solution for the on-going training of the beneficiaries after initial institutionalized skill and management training has been completed.

* Adaptation rewriting and use of the present Training Program for Women Entrenpreneurs in the Food Processing Industry ... changed to TPWE Textile I was discussed as the modality for the management component to the project. The possibility of use of existing NGO and Private sector experts and materials for managment existing in Kenya will also be looked into.

* Credit scheme, RLF, existing and to be set up, and the possible linkages to any of these were discussed with several sources for information suggested for the mission to look into:

contacts;
Kevin Kane/ ILO Kenya
Jim Tamacko/ GTZ Kenya Industrial Estates
Dr. Rolf Ingleman/ Kenya Institute of
562820 Mangement
Mr. Kohlshour/ GTZ Entrepreneurship program

* Follow-up consultancy was discussed as and area to be built into the project for both information and success rate achievement of the beneficiaries.

* The need to link with NGOs or other sources of credit access for the beneficiaries and this will be looked into in depth during the mission.

* The need to decide how the trainees will be selected must be addressed by the mission team and a recommended conclusion made in the document draft.

* The need to address other issues concerning women as child care, time allowamces for work, etc. will be considered in full when finalizing the recommendations. This will somewhat depend on the answers and feedback that is recieved by the mission team.

* The following were issues to be addressed by the final report with as much documentation as possible;

1. cost of trainers
2. cost per trainee
3. physical and human resources and facilities , existing, potential, anticipated EOSP.
4. groups of women by nunber and by groups identification
5. equip needed, existing, for each specific media and training sector.
6. multiple effect of the structure of the Jua Kali

A tour of the insititue was arranged even though the actual instruction was not in progress due to holiday vacation. The facilities are quite impressive and appear to very underutilized related to potential. Although the actual training involved with the proposed project is related, the approach to both training and production need come from almost opposite directions. The possibility of bulk buying of dyes in conjunction with the two programs, utilization of the training fabric produced by KTTI trainees to make products by the trainees of this program, and other related linkages were touched upon and will be looked into in more depth as the mission becomes more clear as to the approach the program should actually take. After more clearly formulated ideas are made, a return visit will be made. The possibility of this needs to be discussed with the Ministry as a first step and then to other involved parties.

KENDU BAY/ KISUMU TRIP

15/16.12.89

Although this trip was directly addressing the building of a kiln for a women's project in Ombaga village, Kerychonia Women's Group, very relavent information for the textile program surfaced. The same women,s group has recently saved enough money to build a nice stone strucutre about 40 by 70 and purchased 8 large flying shuttle looms and ten industrial sewing machines. They now need staff to train and develop both products and markets. Since the effort already expended has been so great, it was agreed that the mission expert would look into possible sources for the placing of trainers for them. US Peace Corps was the first thought, and this is being pursued thru the PC country director. In relating the story to the ministry counterpart, her view was to get a written request from the village and the possibility of the ministry sending trainers would be attempted as well. These women have done a great deal for themselves and if anyone deserves assistance, they surely do.

A visit to the weaving village of Kanyadhiang, a large project sponsored and funded by NORAD showed a very enthusiastic group of about 60 women spinning, weaving and dyeing products of a fairly high quality. In discussing the problems involved with the program, their major concern was lack of markets. They were capable of producing at least four times more than they were able to sell. although the work is of hgh quality, the prices do not compete with India and other Asian countries, therefore it appears the major market for export items may be to Alternative Marketing Organizations. A new group of products designed to utilize the fabric would also open the horizons for the local market as well as the tourist market.

Another weaving project from the private sector was visited on the return trip. The Elementetia , a craft shop in an old country colonial farm house had an excellent presentation of

products and was a good example of what can be done with the craft products if approached from a knowledgeable base. Product quality was consistent and the design for the most part was good as well.

ORGANIZATIONS AND PEOPLE MET TO LINK EXISTING LOAN FUND OR CREDIT SCHEMES AVAILABLE TO THE TRAINEE GRADUATES OF THE PROPOSED PROGRAM

In an attempt to establish linkages with existing credit schemes and NGOs in Kenya, it was decided to approach these kind of organizations with the idea of asking what kind of training they would expect the trainee graduates of this program to attain to be eligible for their loan programs. A goal of the government is to make these links with the private sector and this fits here perfectly. This approach would benefit all involved as the NGO would be relieved of all the training involved and the current project would not have to administrate or capital fund a loan system. Providing the goals and methods of the programs fit into the general approach adequately, this will be pursued.

KENYA WOMEN'S FINANCE TRUST 18.12.89

The mission team met with Ms. Jane Okero, Director of KWFT to discuss possible linkages which may fit the needs of the proposed project as well as benefit the KWFT. KWFT was established as an affiliate of the Women's World Bank by a number of professional Kenyan women in 1981. It is run by a Board of Sirectors elected by members who havae shares in the organization. They have over the years had outside donor funding . They currently have a number of requests for funding pending.

The assistance offered is of two types; provision of credit and training . Access to credit is facilitated in two ways;

1. by means of a revolving loan fund
2. by means of a loan gaurantee sheme.

The second is currently being restructured by the banks involved and the end result is not yet known.

It was learned that they are currently facing not only a difficult financial situation, but that they have just met recently with two cooperating banks in their program and new policies are in the offing as well. Whether or not these will be of any value to the proposed program is uncertain at this time, but it was agreed that after they were more sure of their grounds and after this program is more clearly formulated, the mission team will meet with them again in January.

The second issue discussed was the possibility of subcontracting the business training components of the project if that becomes a need after the proposal has been more clearly defined. The information received was of marginal value when directly related to concerns that the program is attempting to address.

PARTNERSHIP FOR PRODUCTIVITY

19.12.89

Mr. Alfred Amisi, General Manager and Ms. Edah Ngaira, Administrative and Program Manager of PFP met with the mission team in the UNIDO offices to discuss possible cooperation relating to credit access by the future graduate trainees of the proposed project.

PFP is a local NGO involved in small enterprise development strictly from the grass roots approach using the concept of instilling into the individual the responsibilities involved with the running of a business and borrowing money to run it. They do a great deal of ground work in training before actual loans or counseling for the business is even mentioned. From the conversations with them, they seem to have a very solid approach and one that promotes a high probability for sustainability.

They have emphasized the group approach in rural areas in order to capitalize on the group pressure element for excellence and responsibility responses. However, urban work is being done on individual bases and they believe it is the only feasible method in this environment. They currently have a number of extension officers that work closely with the beneficiaries and the reported results of their approach is quite impressive. If the proposed project will decide to use any assistance from an NGO, this is a very highly recommended one. However, before any formal commitments are made, several of the beneficiary groups and/or individuals should be visited for evaluative purposes.

KENYA MANAGEMENT ASSISTANCE PROGRAM

19.12.89

The mission team met with Mr. A.N. Morara, Programme Administrator and Chief Executive of KMAP to learn if there existed any possible linkages in relation to the proposed projects graduate trainees access to credit after training.

Founded in 1986 as an NGO, KMAP is organized at three levels to assist in the counselling of small and medium businesses.

1. members/ comprised of businessmen with knowledge and

experience and are willing to share this information for the general growth of the Kenyan economy these members purchase shares for operations as well as provide expertise. It is seen as a skills bank.

2. the secretariat/ comprised of the executive officers and the administrative and programming officers.

3. the clients/ who pay for the services at very nominal rates of 600 KSh per workshop session and follow-up. Two types of workshops are organized to meet the needs of clients;

a. general which included things like bookkeeping, accounting, pricing, marketing information, etc. which last one day for about 100 people.

b. industry specific held for two or three days for about 20 people.

Training publications are based on results of these workshops and are made available for sale to a broader range of clients.

Again, as in the previous sessions with NGOs dealing with credit, the surfacing information of most interest was the aspect of use of their training method and staff written into the proposed program as a modality for the management and business training. This will need to be given more follow-up as the mission proceeds and ideas become more crystallized.

Several very interesting facts surfaces;

1. Although most small businesses in Kenya are registered in the names of men, it is done primarily for purposes of logistic ease as culturally women own nothing and loans are very difficult to obtain without this provision. However, the actual running or management of businesses in Kenya is done much more by women than men. Men, particularly in the lower income and rural areas, are not considered good managers and budgeters of time or money.
2. Women are considered to have a better rate of payback on loans than men.
3. With all the evidence that women are better loan risks than men, little if anything, is being done to reverse the matter.

Lucy Kinyanjui/ Librarian

The mission team visited the KPL to review the range of text material that may be available in country for use by the students when the need arises. Some new material will need to be added to the project and to eliminate duplication, it needed to be seen what was available already.

A fairly extensive collection of primarily British origin is available and the most apparent need from the perspective of the consultant is that of adding a broader range via origin as well as some newer and updated technique books.

One of particular interest to note is;

A Dictionary of Eves and Dyeing KG Ponting 1981 Bell and Hyman Ltd. London

This text is very extensive and yet written in a very readable and down to earth manner. Too often this type of material is written in too scientific a way for the type beneficiaries in this program to understand. This one is at an understandable level and yet covers the field well.

KEVIN KANE meeting

21.12.89

Mr. Kane is the project manager of a very large program, ILO sponsored, in Kenya that deals with employment and the informal sector and a meeting was set with the ideas of gaining insight into possible linkages or other relevant information that may be applicable to the proposed program.

Mr. Kane was quite helpful by supplying a number of contacts that may be credit sources for the proposed project. A listing of these and the person for contact follows;

1. Kenya Rural Enterprises
Steven Morara tele; 722792
2. National Council of Churches of Kenya
Mr. Donata
3. Undugu Society
Jua Kali lending Mr. Ezra
tel; 540187 552211
4. Weaving program/ Presbyterian Church
under NCKK PC Isilee
John _____
5. Tototo House Industries
Mombasa tel; 25651 312833
cottage industry with reported excellent marketing

system .

6. Dr. Mau Mauri
University of Nairobi written extensively and
reported for ILO on the informal sector.
tel; 723277
7. Womens Bureau SSE sector
Muili tel; 28288 27553
this unit has a handcraft section.
8. Barclay's Bank Mr. Muriiki
SS lending tel; 337822

The women's officer, Cecilia Kariuki, for this program met with us as well and was most helpful in assisting with the above information

KENYATTA UNIVAERSITY

21.12.39

In an attempt to identify good national staff to use as trainers, the mission team visited the Home Economics and the Art Departments to find that a return visit was necessary the following week/ Dec. 27.

The University is located approximately 20 km north east of Nairobi.

JIM TOMACKO meeting

21.12.39

Mr. Tomacko is managing a large loan fund scheme for the GTZ and it was felt that information of relavence for the project might be learned from him. He has worked in the field with loan related schemes for more than 20 years.

His first topic for advice was not to specifically name women for the project, but to sectorially select, thereby providing mostly for the women. Since the mission team has as a mandate to provide a program specifically geared to women, the advice was politely listened to without comment.

His opinion on other related issues seemed to have a great deal of validity ... specifically...

1. If it was necessary to link to a credit scheme or loan, he suggested we target the already established businesses for upgrading and providing new products training, thereby creating new and untapped markets. The targeted people in this group would already have credit worthy status and with their application for second or more loans proably create more employment in the long run than startups who for loan purposes would be more of a risk and the growth would probably

take place at a slower pace.

2. He was very enthusiastic about the idea of part time training and part time field experience being followed up by the trainers/facilitators.
- 3.

KENYA RURAL ENTERPRISE PROGRAM (KREP) 27.12.89

The mission team met with Mr. Stephen Mirero , Deputy Director of Credit, for KREP, a Kenyan NGO, to discuss possible linkages and the access to credit for trainee graduates of the proposed project. This organization operates on several different levels and targets the groups of people that are unable to access credit by conventional means primarily for reason of a lack of understanding of the banks, loan institutions, etc. Although not specifically geared to women, many of the beneficiaries fall into the womens category by nature of circumstances. They estimate that about 70% of their loan recipients are women. The Krep operations started in 1984(?) with two mandates;

1. to upgrade the minimum capitalization and effectiveness of other NGOs thru loans and training of trainers.
2. to give financial assistance thru loans for Small Enterprise Development.

In 1987, they found a need to expand and modify the services and original mandates to operate on four different levels and approaches to loan disbursement, as follows;

1. with direct loan capital to other NGOs who then do the direct loan disbursement; in these cases KREP does the training of trainers for the NGOs and sets the standards for their operations in a subtle way. Among the NGOs working in this manner are Kenya Women's Finance and Trust, Undugu Society, Partnership for Productivity, etc.
2. To groups, which are primarily women's groups, which apply for loans and then do the individual disbursement and recoup making the book work for KREP one operation. Since they do not require standard collateral, they have a unique method of selection for loans which includes the following criteria;
 - a. character assessment
 - b. leadership strength of groups

c. project viability

Tah groups generally are 25 to 35 in number but some go as high as 60.

Although this system is logistically working well, they have some reservations as to its validity from the point of the individual who is very motivated and would go further in financial and business growth being held back by the group. They are reassessing this problem and hope to come up with a solution and gave the mission team the information in hopes it will be looked at seriously when planning the new project for UNIDO/ Gov. of Kenya.

3. SSE research, innovation and development started in 1987 intending to supply loan or grants for those in the sector of needing capital for new product development. They feel quite successful with the results to date. A simple, but cost effective and useful washing machine is the example given this type development.
4. Assistance to Business Organizations or societies for awareness, education, and lobbying purposes provides advice on industry specific topics;
 - a. value of the organized approach
 - b. legal aspects
 - c. availability and kinds of services the group can give to its members.

Out of these approaches, they were very willing to share successes and failures with the mission team and alert us to some things to make an attempt to avoid.

A weaving project assessment done by Gam Mugumbya _____ of the Kenyatta University was given to the team for reviewing since the project will be addressing some of the same target groups as this. Evaluation and comments will be included in a later section of this report.

The issue of the structure and purposes of the formation of Womens groups was discussed in relation to the ultimate successful business growth being obtained from it. The fact that they are more often formed for social reasons rather than economic reason tends to put the enterprise aspect as secondary rather than primary. It was the opinion of Mr. Morera that this is an issue that should be addressed if the project is to deal with any groups. It's ramifications may be able to be appreciably modified if addressed from the beginning. The recommendation was made to apply some sort of system whereby the few individuals who are starters and real entrepreneurs to forge ahead without the feet dragging of the groups hindering their growth.

The need to gather information and data on the informal sector was discussed and the conclusion made that a project which was targeting this group as beneficiaries immediately build into it a data collecting component for use by all needing this. The mission consultant briefly discussed this issue with UNDP staff in Nairobi and the same opinion was put forward by them. Ms. Adot Oleche has one limited report on this done by Economic Commission of Africa that will be reviewed before the completion of the mission and included in the report.

The possibility of subcontracting for training of trainers for this project was discussed and the team felt very favorable with the information received. It was felt they would be able to work with goals and objectives of other organizations in order to achieve effective programs.

Overall, the meeting and discussion with KREP were very fruitful and addressed topics that will be of immediate concern to the mission team and its proposed recommendation for the project.

Nakuru Trip 12.28/29.89

A trip to Nakuru for information and data collection on women in the informal sector (Jua Kali) was undertaken by the mission team to gather material which can be used both for future phases of the program and for comparison data for the present proposed phase of the program.

At the suggestion of the SIDFA, the team visited Kenya Industrial Training Institute (KITI) with the view of looking for any possibilities of twinning with other existing Government programs for future phases of the proposed project. The principal of the center conducted a tour of the facility as well as discussed the current status of the facility. They seem to be in a holding pattern at present due to several factors;

- * a new facility is currently in the process of being built and the ministry does not want any programs to commence till the final opening of the total facility. Consequently KITI staff feel they are without the physical space to operate classes. UNIDO has recently done a training of trainers for the informal sector for them and this seems to be in a holding pattern till the facility is made available.
- * the current facility, although not modern and up to date does not look as if it has been cared for in a very concerned manner. Having been funded by the

Japanese back in the 60's, the equipment is out of date for the current demands of Industry, however it also has not been kept in good enough repair to be utilized for much of anything at this point. The staff complained of lack of monetary input which may be true, but better care and concern of the equipment would have resulted in at least some use being made of it currently, in the opinion of the mission consultant.

At present under the current circumstances, it is not an ideal situation for any cooperative effort, however this may change within the next few months and needs to be looked into at a later date.

An attempt to look at another institution for consideration of the same purposes (this is under the Ministry of Technical Training and Applied Technology) was Rift Valley Institute of Science and Technology was made unsuccessfully as they were all closed up for the holidays and no one was around. According to the mission counterparts, there is a textile program in operation and it looks at this time to be the better situation for twinning if it becomes a need in the next phase of the program. This should be looked into in greater depth by the project staff of the first phase and recommendations made at that time.

Following local protocol, the team went to the Provincial Offices for the district and made arrangements with the concerned parties to look at the Jua Kali participants in the local markets. The team was accompanied by two members of the District Department of Social Welfare. A courtesy call to the District Officers office was made. The following people were engaged in the discussion ;

Wachiye Munyasia	Director of Social Services for the Provincial Office of Nakuru
Ms. Charity Mania	Coordinator of Social Services Office District of Nakuru
Ms. Ruth Alamas	Vocational Rehabilitation Officer ODN
Ms. Mary Ann Wanuru	Women's program/ Social Services ODN
Mr. J. O. Anguhar	District Office Director District of Nakuru

A number of actual informal sector participants were visited and interviewed ; data collection and information of this

exercise will be found in the compilations of data related to the questionnaire.

The major difference found in the Nairobi and Nakuru women Jua Kali is their mode of operation/ cum location. Most of the participants in the Nakuru area operate in the front or on the sides of already existing businesses in the formal sector to capture the same customers while the Nairobi Jua Kali operate more within the confines of specific market locations for this purpose.

MEETING WITH UNIDO REHABILITATION OF KENYAN INDUSTRY MISSION TEAM
8.1.90

Team members;

Mr. Tom Alberts / ceramics
Mr. George Assaf / team leader
Mr. Bjoern Almquist
Mr. Jan Bjoerk / marketing
Mr. M. Matsushita economist, most interested in finding information about Kenya women and their relation to the project
Mr. G. Smith
Dr. Peter Coughlin / textiles-economist from University of Nairobi and had a great deal of interesting information concerning local women's issues.
Mr. Maurice Thorne / economist

The meeting was arranged by the SIDFA with the view of briefing the team on the current mission of the Textile mission of Ms. Petersham and the ceramic mission of MR. Petersham as well as any input the team might have for the Petersham's mission concerns.

Many questions about the two missions were discussed among which the following were related to the textile program;

- * an overview of the Reh. mission and of the possible linkages which might be made to related problems which might be confronting the proposed project ... of specific interest was the purchase of raw materials needed by the informal sector and its relative access to prices that make market prices competitive in relation to those that can purchase in bulk quality. Dr. Coughlin, an Economist lecturer at the University

of Nairobi and also quite familiar with the local situations, suggested a form of "associative bargaining" may be an approach rather than cooperative buying which has come to have a negative connotation. The team is looking into the matter more in depth and will make findings available to the mission consultant at a later date. This being one of the concerns of the textile mission team has identified thru interviews with the Jua Kali women, new information and suggestion need to be applied to implementation of the proposed project at its beginning.

- * the needs and constraints facing women specific projects and their relation to the setting up of this type program within the context of cultural values, particularly in Kenya.
- * possible products introductions of the proposed project within the needs and constraints of the findings.
- * the need for an upgraded cotton fabric to be produces particularly for exportable products.
- * the need for new product introduction cum new market niches broadening the total market.
- * possible links with already existng government institutions

Meeting with Mr. E. L. Kapur
Principal pf Kenya Textile Training Institute

10/1/ 90

The mission team met with Mr. Kapur to discuss possible utilization of the facility now under the MTTAT as well as discuss the ways in which the two programs may be able to benefit each other.

The following were issues arising from the meeting with Mr. Kapur;

1. Mr. Kapur felt that in line with the Jua Kali/ small scale enterprises the courses should be held in the evenings. However, this is not conducive to women's training due to domestic responsibilities, and therefore time tables should reflect this special need.
2. That there is a place for the day care facility, and especially when the land next to DIT is annexed to

it.

3. That two more floors will be added to the main textile office building block and that it would be big enough to house the Women's Textile Jua Kali Project.
4. On machine maintenance, the team was informed that there is already a section dealing with this, however to address the sewing machine maintenance, and it's sustainability. Mr. Kapur felt it may be necessary to recruit and then train for this type maintenance as the type currently available is for large industrial machinery there really is not the type of service available needed for the proposed project.
5. That there is need to increase the number of existing personnel to cope with the new responsibilities brought about by the new project. It is the opinion of the mission consultant that more clearly defined ideas of what the project team has in mind is necessary before he will fully understand the nature of the proposed program. A very specialized approach in training is necessary to meet the objectives of the proposed project and staffing should be totally under the direction and selection of the CTA in line with the qualification and duties as set forth in the job descriptions. Any deviation from this will cause concern leading to possible failure of reaching the objectives of the project.
6. Physical facilities and related expenses to be recorded as government inputs (quantify) \$ such as telephone, electricity, water.
7. That there was a great need for human resource development both in the project and at KTTI so as to retain personnel.
8. That at the moment there were 600 beds in dormitories being used by male trainees. AN extension to accommodate 40 women is underway.
9. That an information center already exists as well as a media and communications center with a great deal of equipment. However, this needs to be strengthened so as to be sensitive to the needs of women in both collection and dissemination of information to women in small scale enterprises and Jua Kali.
10. In general terms women's needs both in training and in provisions of training facilities has been under represented. This would also tend to reflect the

position of industry. So if they have to be integrated and be visible in the industrialization of the Nation, then the inception of this project becomes a very important starting point.

11. Mr. Kapur seemed to be offering the use of the dressmaking facilities which is equipped with some machines and other equipment. The mission team was not able to access the rooms in which this is housed, therefore the exact count and types of machines is not known. This needs to be assessed by the mission before actual purchasing recommendations are finalized.

KENYATTA UNIVERSITY / TEXTILE DEPARTMENT

12.1.90

Mr. Gam Mugumbya / lecturer, weaver

The team met with Mr. Mugumbya and discussed the potential for national staff from the perspective of graduates of his program to find that suitable people do exist and by the implementation time for the proposed program another group will be available. The student products were of quite acceptable quality skill and craftsmanship in both the weaving and surface design areas. He felt that the graduates may need a short training course from the view of training and teaching as the confidence level may not be at its highest level, although he expressed very good projections of the skill levels. Since this is an integral part of the planned program, it is not of any consequence in the particular case.

A tour of the facility was conducted and it was quite adequate for any university situation. Judging from the material written on the black board and the work presented, the students appear to get a good design background and all the necessary basics.

UNICEF MEETING WITH ROSE CHEJE / WID program director
12.1.90

The team met with Ms. Cheje to see if there could be any links and possible assistance from the UNICEF program for the child care component of the proposed program. After discussion of the general ideas and concepts of the projects the following were topics of concern;

- * she was very interested in the concepts of the total program with particular respect to strengthening the position of women in an income generating context.
- * she would like to have a copy of the PFF for review and further study, with the idea of including it in the budget

which is currently being formulated.

- * it was agreed that Pagani and Mbugua would follow-up on possible links with UNICEF for inclusion in the final document draft.

MEETING WITH THE PERMANENT SECRETARY OF THE MINISTRY OF TECHNICAL TRAINING AND APPLIED TECHNOLOGY

Mr. Wilson Hiribae

Mr. Hiribae first gave an overview of what the Kenyan government felt was necessary to target the employment aims and the needs for training confronting this. HE stressed the need for the project to approach it from the perspective of making a real "impact". The government is highly critical of programs where not enough benefits get to the target group.

He is highly supportive of women's programs and was almost apologetic about programs that do not address these issues.

Of probably the highest concern from his perspective is benefiting as many women as possible

After the consultant gave a brief overview of the approaches to the proposed program, he seemed to feel that the proper direction was being taken.

WFP MEETING WITH MS. ELSE LARSEN 12.1.90

At the suggestion of the SIDFA, the consultant met with the WFP representative to see if any links or assistance in terms of food for the child care program might be available. Although Ms. Larsen was highly impressed with the project concept, her explanation made it quite clear that being such a small program, logistics made it almost impossible. She requested that we might consider them if and when the program became of a scale that they could assist.

SCHMENATIC OF PROJECT OARGANIZATION

ADMINISTRATIVE FRAMEWORK

UNIDO / UNIT FOR INTEGRATION
OF WOMEN IN INDUSTRIAL DEVELOPMENT

GOVERNMENT OF KENYA
MINISTRY OF TECHNICAL TRAINING
AND APPLIED TECHNOLOGY

CHIEF TECHNICAL ADVISOR
PROJECT MANAGER
also PDD/TT international

PRODUCT DEVELOPMENT
AND DESIGN/ TECHNOLOGY
TRANSFER TRAINING
CENTER/COMPONENT

support staff
2 secretaries
2 drivers

SALES OUTLET/ MARKETING,
BUSINESS, ENTRENPRENURS
TRAINING COMPONENT/STORE

housed in KTTI

housed in premise in
business location

7 National ^{PDD/TT} trainers
one of whom will be
selected as counter-part
to CTA and thus serve
as national project
coordinator

1 marketing manager with
international experience

7 national MEE Trainers

INFORMAL SECTOR WOMEN
WORKING IN TEXTILES
ENTRENPRENEURS

HUMAN RESOURCES I

INFORMAL SECTOR WOMEN
NEEDING EMPLOYMENT AND HIRED AND TRAINED BY ENTRENPRENURE
GRADUATES FOR THEIR OWN BUSINESS EXPANSION

HUMAN RESOURCES II