

SOUTHERN NEW HAMPSHIRE UNIVERSITY

AND

THE OPEN UNIVERSITY OF TANZANIA

MASTER OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT (2007)

ESTABLISHMENT OF SALES OUTLET FOR

UWAZI WOMEN HANDICRAFT PRODUCTS IN URBAN

DISTRICT ZANZIBAR

MWANAJUMA A. KILOKO

**A PROJECT “ESTABLISHMENT OF SALES OUTLET FOR UWAZI WOMEN
HANDICRAFT PRODUCTS IN URBAN DISTRICT ZANZIBAR” SUBMITTED
IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE MASTER OF
SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT IN THE
SOUTHERN NEW HAMPSHIRE UNIVERSITY AT THE OPEN UNIVERSITY
OF TANZANIA 2007.**

STATEMENT OF COPYRIGHT:

No part of this Project may be reproduced, stored in any retrieval system or transmitted in any form by any means electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or the Open University of Tanzania/Southern New Hampshire University in that behalf.



Mwanajuma A. Kiloko

2007

Declaration by the author:

I hereby declare that the contents of this report is my own original work, and that to the best of my knowledge it has not been submitted for the similar degree in any other University.



Mwanajuma Ali Kiloko

Dedication

To my family, friends and colleagues at ZIFF for all support they gave me throughout the period of my studies.

Abstract

Handicrafts form part of the micro-enterprise sector and most of the entrepreneurs in this sector are women. Women engage in this business as self-employment and income generating activities to support their livelihood.

In Zanzibar many women engage in this business to generate income for supporting their families. Despite the fact that these women have been engaging in this business for a long period of time, yet their income standard is still low, thus they remain in poverty situation.

The study that was conducted in the Urban District – Zanzibar revealed that among the factors that hinder the development of this sector were lack of sales outlet for the women handicraft products and poor quality of their products. Different tools of data collection were employed during the survey. These include mailed questionnaires, record review, interviews and observations. The results of the study led to the implementation of the project titled **“Establishment of Sales Outlet for Women Handicraft Producers”**. The main goal of this project is to enhance the women handicraft producers’ income so as to improve their life standards. This project was implemented by UWAZI (Umoja wa Wazalishaji Wadogo Wadogo Zanzibar) in collaboration with other stakeholders. The duration of this project was one year and started in January 2006.

The total project cost was Tanzania Shillings 7,007,850.

ACKNOWLEDGEMENT

Several people have contributed towards the successful accomplishment of this assignment through their advice, comments and provision of necessary data/information that enabled the production of this report. Without their contributions and support this report could not have been the way it is.

Firstly and foremost, I am grateful to the former ZIFF Managing Director – Ms. Munira Humoud who advised and encouraged me to apply this course, and the Open University of Tanzania and Southern New Hampshire University for providing me the opportunity of joining this program and covering part of my tuition fee through the scholarship program.

I would also like to register my sincere gratitude to the Board and Management of Zanzibar International Film Festival for their financial support which covered the first installment of the tuition fee and enabled me to pursue with the program, with special thanks to the Management of the Association of Small Scale Producers (UWAZI) for accepting my application to join this organization and their cooperation extended to me during the whole period of my study.

Special thanks are due to my supervisor who had devoted most of his time to review my work from time to time to make sure that it is well presented.

Finally my sincere appreciation should accrue to Mr. Ameir Makame who frequently encouraged me and tirelessly provided support in various aspects while pursuing with my studies, and without forgetting the other program participants whom we shared our views and practical experience during the group discussion sessions.

Since it is not possible to mention each one who in one way or another extended their assistance or contribution in the course of my studies, may I take this opportunity to thank all those who are not mentioned herein.

However, any errors and omissions contained herein are solely my responsibility and not related to the above-mentioned people.

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CBOs	Community Based Organisations
HIV	Human Immunodeficiency Virus
MDG	Millennium Development Goal
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
MKUZA	Mkakati wa Kupunguza Umaskini Zanzibar
MSEs	Micro and Small Enterprises
NBSSI	National Board for Small Scale Industries
NEPAD	New Partnership for Africa's Development
NGOs	Non Governmental Organisations
SIDA	Swedish International Development Agency
SMEs	Small and Medium Enterprises
SWOT	Strength, Weakness, Opportunity and Threat
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
UWAZI	Umoja wa Wazalishaji Wadogo wadogo Zanzibar

TABLE OF CONTENTS

		Page
Supervisor’s Certification		
Copyright Statement	i
Declaration	ii
Dedication	iii
Abstract	iv
Acknowledgement	v
List of Acronyms and Abbreviations	vii
Table of Contents	viii
List of Tables	xii
List of Illustrations	xiii
List of Appendices	xiv
Executive Summary	xv
Chapter One		
1.0 COMMUNITY NEEDS ASSESSMENT		
1.1 Introduction	1
1.2 Project History and Community Context	2
1.2.1 Demographics and social factors	3
1.3 Community Needs Assessment	5
1.4 Research Methodology	7
1.4.1 Survey Methods	8

1.4.2	Types of Survey Instruments	10
1.4.3	Research Findings and Results	16
1.4.4	Implication of the results	20

Chapter Two

2.0 PROBLEM STATEMENT

2.1	Problem Statement	23
2.2	Target Community	24
2.3	Resources and Stakeholders Analysis	24
2.4	Potential Collaboration	25
2.5	Stakeholders	25
2.6	Project Goals and Analysis	29
2.7	Host Organisation – Background Information	30

Chapter Three

3.0 LITERATURE REVIEW

3.1	Introduction	33
3.2	Theoretical	33
3.2.1	The Role and Significance of microenterprises	33
3.2.2	Definition of Microenterprises and Handicraft perspective	37
3.3	Empirical Literature	41
3.4	Policy Review	48

Chapter Four

4.0	IMPLEMENTATION	53
4.1	Products and Outputs	53
4.2	Product Plan	54
4.3	Project Implementation	62
4.3.1	Establishment of Sales Outlet	63
4.3.2	Training of 20 Women handicraft Producers by 2007	63
4.3.3	Organise trade handicraft exhibition	66

Chapter Five

MONITORING, EVALUATION AND SUSTAINABILITY

5.0	Monitoring and Evaluation Overview..	70
5.1	Monitoring	71
5.1.1	Actual Implementation of monitoring	74
5.1.2	Monitoring Results	76
5.2	Evaluation	77
5.2.1	Formative Evaluation	77
5.2.2	Summative Evaluation	80
5.3	Sustainability	85
5.3.1	Political Sustainability	85
5.3.2	Financial Sustainability	86

5.3.3	Institutional Sustainability	87
5.3.4	Future Plan	87
Chapter Six						
CONCLUSION AND RECOMMENDATION						
6.1	Conclusion	90
6.2	Challenges	90
6.3	Recommendations	92
	References	95
	Appendices	

LIST OF TABLES

		Page
1.	Estimated number of Handicraft Producers in the Informal Sector by sex and major activities in Zanzibar, 1990.	4
2.	Classification of Gendered and neutral business activities.. . . .	35
3.	Push and Pull Factors for Women Starting MSEs	36
4.	Summary of comparative characteristics of various MSEs	38
5.	Itemization of Project products and outputs	53
6.	Project Implementation plan	56
7.	Project Staffing Pattern	59
8.	Summary of Actual Implementation with Timeframe	68
9.	Project Monitoring Plan	72
10.	Evaluation Plan	80
11.	Sustainability Plan	88

LIST OF ILLUSTRATIONS

Plate

No.		Page
1.	Interview with the Acting Director of Industries at the Ministry of Trade, Industries and Tourism – Zanzibar. ..	12
2.	The researcher with the women basket weavers at their “shop” ..	13
3.	USAID hands over a new handicraft hut to the Esilalei Village Council	45
4.	Participants at the workshop in December 06	64
5.	Handicraft products and raw materials demonstrated at the workshop	65
6.	Project Advisor and W/shop Facilitator at the workshop in December 06	66
7.	Women at the handicraft exhibition pavilion at the House of Wonders	67

Appendices

1. Sample Questionnaire (In English)
2. Guiding Questions for Interview
3. Letter of Introduction
4. Letter of Acceptance
5. SPSS Results Analysis
6. Budget
7. Organisation Structure for UWAZI

Executive Summary:

The Association of Small Scale Producers of Zanzibar (UWAZI) developed and implemented a project aimed at providing the women handicraft producers with the sales outlet for marketing their products. The project is called “Establishment of Sales Outlet for UWAZI Women Handicraft Producers in the Urban District, Zanzibar”. The project rationale is to establish a centre for linkage of handicraft producers and the potential customers - a place where the producers will display and sell their products and the consumers will get the products information and purchase the products. Therefore the main objective of this project was to create conducive environment whereby the women handicraft producers would be able to sell their products and raise their income, so as to attain the ultimate goal of poverty alleviation. The main target group for this project was the women handicraft producers (who are the majority members of the organization) however, the other women micro-entrepreneurs will also benefit from the project through access to the established outlet. Initially, these women were provided a space in the government building known as the House of Wonders (Beit el Ajaib) where they displayed and sold their products but the area was then retained for other government purpose as the building has now been transformed into a National Museum. Since then, they have not been able to acquire any other suitable market place.

The main goal of this project is to improve the women handicraft producers' income.

The project objectives are to (i) identify and organize a sales outlet where the women handicraft producers would be able to display and sell their products, (ii) empower women economically through selling of their products. By attaining these objectives, it is expected that level of employment will be raised in informal sector, the income of the target group will increase and the local resources (materials) will be effectively used. Tourists are the major potential customers of this project, it is expected that they will have better access to the products and this will promote the country's product abroad and generate foreign earning.

Various stakeholders and partners were involved and extended their support either financially or in kind towards the accomplishment of the project activities. However, for the sake of future sustainability, UWAZI members will be mobilized to set special fund program for which they will have to contribute periodically.

Implementation period for this project is expected to be one year and will be implemented (supervised) by the host organization (Association of Small Scale Producers of Zanzibar).

CHAPTER ONE

1.0 COMMUNITY NEEDS ASSESSMENT

1.1 Introduction:

Poverty is a global issue that is now being tackled at global level, regional as well as the national level in the individual countries. At the global level various strategies were developed aiming at poverty alleviation. In the year 2000 the Millennium Development Goals were adopted that aimed at achievement by the year 2015. At Regional level, NEPAD strategic framework was adopted in 2001 with focus on the African continent. Poverty eradication was one of the objectives of NEPAD. In Tanzania (Mainland) The National Strategy for Growth and Reduction of Poverty, known as the **MKUKUTA** was approved by Cabinet in February 2005 that is the successor to the Poverty Reduction Strategy Paper (PRSP). In Zanzibar the Zanzibar Poverty Reduction Strategy (MKUZA) was also adopted in 2001 with the focus on the Millennium Development Goals (Poverty alleviation). Income poverty is the most common type of poverty that is evident in the communities. This poverty is a condition of low income and lack of assets. MDG 1- Eradicate extreme poverty and hunger is linked to this type of poverty.

Women are the poorest in the society despite the fact that they are the key players in the development activities. The United Nations Development Fund for Women (UNIFEM) reported that 70 percent of the world's 1.3 billion people living in abject poverty are women ¹.

¹ <http://www.hrw.org/wr2k1/women/women7.html>

Micro-enterprise development has been viewed internationally as well as locally as an important economic development strategy for economic growth. It is one of the measures that have been adopted as a means of alleviating the income poverty whereby the communities at grass-root level engage themselves on micro-enterprise business in various aspects. In the context of Tanzania, micro enterprises are those engaging up to 4 people, in most cases family members or employing capital amounting up to Tshs.5.0 million². Majority of the microenterprises fall under the informal sector. Broadly the term “informal sector” is used to cover small scale, self-employed activities with or without hired workers, typically operating with low level of capital, technology and organization, often from temporary structures such as person’s home or temporary locations³. (Note: there is no internationally agreed uniform definition so definitions may vary according to the context in which it is used).

1.2 Project History and Community Context

Handicrafts form part of the micro-enterprise sector and most of the entrepreneurs in this sector are women. They engage in this business as self-employment and income generating activities to support their livelihood.

In Zanzibar many women engage in this business to generate income for supporting their families. Traditionally handicrafts such as baskets, hats and caps, food covers, mats and rugs were produced for the local market only but the low purchasing power of the local people never allowed the business to develop into a lucrative industry. Due to

² Tanzania Small and Medium Enterprise Development Policy 2002

³ Zanzibar Informal Sector 1990.

development of tourism industry in the Island, a growing number of these producers redirected their marketing strategies to meet the demands of the tourism and trade sector. Despite the fact that these women have been engaging in this business for a long period of time, yet their income standard is still low, thus they remain in poverty situation. This project aimed to study the extent of the problems and challenges that these women encounter and the results of the study led to the implementation of this project in collaboration with other stakeholders. .

1.2.1 Demographics and social factors:

Zanzibar (part of the United Republic of Tanzania) comprises of two main islands of Unguja and Pemba. The total population of Zanzibar as per census conducted in 2002 was 984,625 – 482,619 were male and 502,006 were female. Population for the Urban District (Zanzibar Municipality) was 206,292 – 99,508 being male and 106,784 were female respectively⁴. The population growth rate was 3.1 % per annum.

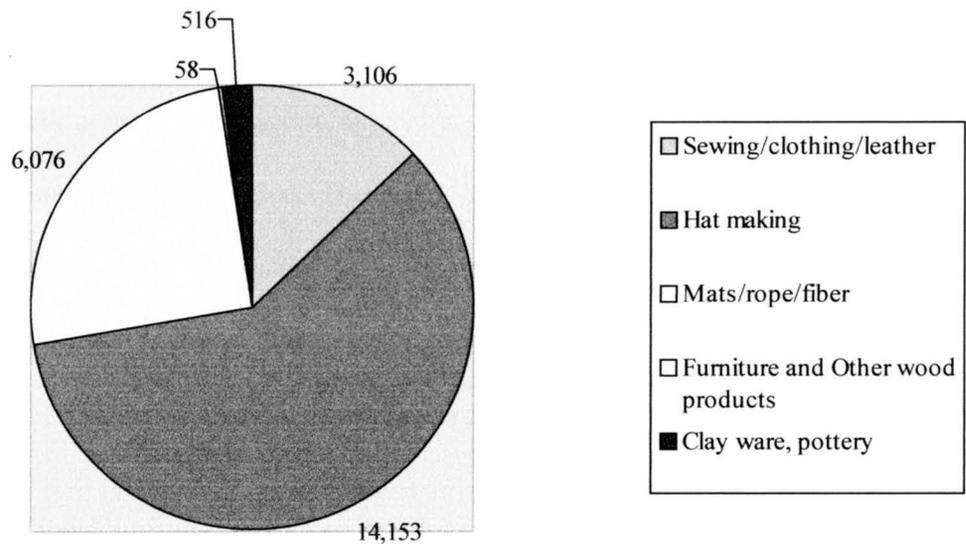
The Zanzibar society is multi-racial where Arabs and Asians intermarried with the local Africans and Swahili being the main language commonly used. Islam is the main religion and about 80% of the population is the Muslim society. In the past, the cultural beliefs and norms inhibited women to engage in income-generating activities and most of them are illiterate either because they had never been to school or due to early marriage that forced them to drop their studies. So most of the women engage in petty income generating activities in the informal sector such as handicraft that could support

⁴ 2002 Population and housing census.

their life. According to the survey conducted in 1990 it was estimated that the female enterprise owners account for 50.7% of the total informal sector entrepreneurs. The estimated number of women who engage in the handicraft production was as follows:

Table 1
Estimated Number Of Handicraft Producers In The Informal Sector By Sex And By Major Activity For Zanzibar, 1990

<u>ACTIVITY</u>	<u>FEMALE</u>	<u>MALE</u>	<u>TOTAL</u>
Sewing/clothing/leather	3,106	1,905	5,011
Hat making	14,153	799	14,952
Mats/rope/fiber	6,076	1,598	7,674
Furniture and Other wood products	58	3,513	3,571
Clay ware, pottery	516	60	576
<u>TOTAL</u>	<u>23,909</u>	<u>7,875</u>	<u>31,784</u>



Source: Zanzibar Informal Sector Survey 1990 (Department of Statistics and Department of Labour)

1.3 Community Needs Assessment:

The Community Needs Assessment for identification of the problem was conducted through meetings and interviews with different groups of people such as CBO members and management, government authorities. During the discussion a number of factors were revealed that affect the development of the women handicraft sector. Some of the barriers that were noticed were poor quality products lack of marketing skill lack of market place etc. Through observation it was noticed that some women were selling their products in the open unauthorized areas and under the trees.

The study that was conducted in the Organisation of Small Scale Producers of Zanzibar (UWAZI) revealed the various barriers that hinder the development of the small-scale producers – particularly the handicrafts sector, and hence recognized the need for intervention to improve the situation. Therefore, based on the results of the community needs assessment that was conducted, it was found that there was a need to conduct further survey of the problems and draw a project aiming at developing the sector (women handicraft) with the ultimate goal of poverty alleviation for these women.

Why This Community?

Women in Zanzibar make 60% of the illiterate population⁵. This is due to various reasons such as early marriages and pregnancies, family breakdown due to the divorces and poverty. Majority of women in Zanzibar end up with Universal Primary Education that does not promote them in their present and future life. This is one of the contributing factors to the women poverty. These women handicraft producers come from different regions in Zanzibar. Handicraft production sub-sector accounts for 36% of the total employment in the informal sector. The activities include mats and baskets weaving, rope making, clay ware and pottery. Women employees account for 77% of total employment in basketry and weaving⁶. Traditionally handicrafts such as baskets, hats, food covers and mats were produced for the local market only, but due to development of tourism industry in the Zanzibar Island, these producers redirected their marketing

⁵ Report on Situation Analysis conducted by UNICEF Zanzibar.

⁶ Zanzibar Informal Sector Survey 1990 page 1 - 9

strategies to meet the demands of the tourism and trade sector. However, this did not materialize to meet these producers' expectations. Only few producers who could channel their products through the handicrafts gallery managed to find a relative high turn over.

1.4 Community Needs Assessment - Research Methodology

Research refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the facts or data, analyzing the facts and reaching certain conclusion...⁷. One of the objectives of research is to portray accurately the characteristics of an individual, situation or a group. Survey is one of the methods applied as one of the methods for data collection. It is a method of collecting information directly from people about their feelings, motivations, plans, beliefs, and personal, and financial background. Other tools that are utilized for collections of data are direct observations, key informant interviews, focus group discussion etc.

This chapter explains the methodology that was applied in collection of data and information on the situation of women handicraft producers in the area of study. It shows the methods used in collection of data, location of the area of study, sample size and sampling methods and the categories of respondents from whom such information and data will be collected.

⁷ Research methodology methods and techniques page 2.

Major Objective Of Survey

The major objective of the survey was to collect information and data that would enable the researcher to assess the problems that the women handicraft producers are facing in producing and marketing (selling) their products and the impact of establishing a sustainable place of business (sales outlet) for the women handicraft producers.

1.4.1 Survey Methods:

Design And Sampling:

This survey was descriptive or observational in nature, which was aiming at collecting information on the problems that women handicrafts producers encounter on the products sales. The survey applied both probability and non-probability sampling methods in selecting the respondents who represented the survey population. No statistical procedure was applied in determining the sample size.

The major objective of the survey was to collect information and data that would enable to assess the problems that women handicraft producers face in producing and marketing (selling) their products and the impact of establishing a sustainable place of business (sales outlet) for them. Data was collected from different sources by employing a cross-sectional survey design, where data was collected at a single point in time for all groups. This method was considered to be appropriate as this survey was descriptive. Selection of this design had considered the fact that it helps building a base in developing a proposal for the intervention of the problem.

This research was guided by the following questions:

1. Does handicraft have any contribution towards the poverty alleviation strategy for women?
2. What is the government perception and intervention on the women handicraft development sector?

Choice of Population and Sample

The study was conducted in the Urban District of the Urban/West Region of Zanzibar. The survey was confined to the women handicraft producers who are members of UWAZI (Small Scale Producers of Zanzibar) as one category of respondents. The study was limited to this area and this specific group due to the time limit and financial constraints that disallow to proceed in a wider scope. The issues of time limit, access to the respondents were considered while determining the survey design. Cross-sectional design minimized the use of time.

The other categories of respondents were Government Authorities, informant group, the NGOs that deal with women micro-enterprise development.

Simple random sampling was used to select the respondents from the UWAZI women producers. This technique was employed to make sure that all respondents had an equal chance.

Purposive sampling was used at two levels. Firstly it involved the District that was selected for survey, whereby the Urban District was selected due to its strategic location that most of the tourists visit this area during their tour trips in Zanzibar.

Secondly, it involved selection of respondents from the government institutions, NGOs that deal with women microentrepreneurship, and informant group respondents whereby the respondents were handpicked. This approach was selected because the type of information that was required needed people with particular knowledge.

The sample size of 40 respondents was drawn as follows:

Sample category	Number of respondents	% of total respondents
UWAZI members	25	63
Government authorities	8	20
NGOs for Women Micro-enterprise development	4	10
Key informants	3	7
Total	40	100

25 respondents were UWAZI members, 8 respondents from Government authorities, 4 respondents from other NGOs that are confined with the women micro-enterprise projects, 3 key informants. The Urban District had been selected due to the fact that most of the tourists visit this area during their tour trips in Zanzibar. Also the members of the Small Scale Producers Association have been considered as the population for this survey.

1.4.2 Types of Survey Instruments:

Reliable and valid instruments for data collection were used so as to ensure the reliability and validity of the data. The survey instruments that were applied to conduct

this survey were questionnaires, in-person interviews, observation, and records review. Different methods were applied for different sample groups as follows:

Mailed Self-Administered Questionnaire:

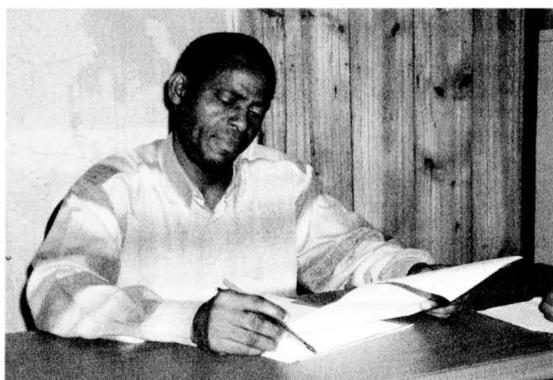
This method was applied for data collection from UWAZI members. The data was collected through structured questionnaire, which comprised of open-ended and close-ended questions. This instrument was appropriate as it enabled the surveyors to get the required information easily as the respondents were required to give the answers through the preset answers of “yes/no” or multiple choices. The respondents could easily provide the answers by choosing amongst the preset answers according to their understanding on the issues that were asked. Due to this fact, most of the questions were properly answered and the required information was acquired easily. This method was considered appropriate for such group of respondents as most of them had low education level and could provide the required information through the preset answers better than descriptive answers.

In-Person Interview:

Data collection from government institutions and other organizations that deal with women development was done through in-person interview in which the guiding questions were both close-ended and open-ended. The reason for choosing this instrument was the type of information that was required where respondents could provide more descriptive and elaborative responses. This gave the interviewer the

chance to ask more questions and get prompt responses for any further clarifications. Also, due to other official commitments that respondents have, it was inconvenient for them to fill the questionnaires and return them within the required timeframe.

Plate 1: Interview with the Acting Director of Industries at the Ministry of Trade Industries and Tourism - Zanzibar.



(Source: Researcher 2005)

Observation:

The researcher visited the physical locations, where some of these producers display and sell their products. This instrument enabled the researcher to observe the extent of the problem of sustainable sales outlet whereby some of the producers displayed their products in the remote areas such as open areas under the trees and at their residence. During the visits at these locations the researcher found stocks of finished products kept in the room and could not be easily sold because they do not have the place to display them and have no access to the potential customers.

Plate 2: The researcher with the women basket weavers at their “shop” (in their house).



(Source: Researcher 2005)

Record Review:

This method was employed to collect Secondary data from reading reports and publications on other similar studies or projects that had been developed and succeeded. The reason for using this instrument was that some information had already been collected and compiled in the reports or records and to review relevant literature and other surveys that had been done on the same topic. It also enables to learn about the challenges which other women handicraft producers in other countries face, what interventions were applied to improve the situation, and if they were successful to what extent they can be applicable in our case.

Records such as Three Years Strategic Plan for UWAZI 2003, government reports, Project proposals, The Economic Potential of Handicrafts enterprises in rural development - focus on Indonesia and other documents that related to the women handicrafts were reviewed. This method enabled the researcher to collect additional information from the existing records on this particular topic and how they could be applied in our case.

Contents of the Survey Instruments:

There were two types of questionnaires, one was mailed-questionnaire and the other was used as guiding questions during the in-person interviews. The mailed questionnaire was used for UWAZI members and it consisted of 10 questions. Three questions focused on the business profile, four questions focused on identification of problems that women handicraft producers face and three questions on training/skills that the producers possess.

The questionnaire for in-person interview also focused on the personal views and the institution's perception and interventions with regard to the problems that the handicraft producers face.

Response Types:

Most of the responses for the in-person interview questions were descriptive and open-ended – i.e. the respondents freely gave their opinion on what they knew about the topic without limitation. One example of interview question was: “What is the role of your

Ministry/Institution towards women economic development”? The mailed questionnaires directed the respondents to provide either “yes” or “no” answers of ranking “high”, “medium” or “low” type of responses – such as question 4 (i – vi) “How do you rank the following problems that the members face?” whereas the response should be “high/medium/low”.

Description of Scales:

Three types of scales were used. The first scale was used to survey the government perception on the women handicraft products and the second scale was used to assess the government intervention on the problems. Scale three was used to assess the problems as perceived by the producers who are members of UWAZI.

Reliability:

To ensure reliability of data, the questionnaires were pre-tested using some members of UWAZI management team and other people having the same characteristics of business with the actual respondents. Pre-test was also done with UWAZI members to make sure that the questions were clearly understood by the respective target group. Some questions were reconstructed in the manner that could be better understood by the respondents before survey was conducted.

Validity

Before the survey began to be administered, the questionnaires were given to two people who possess adequate knowledge and experience on community development programs

for reviewing. One a coordinator of women programmes at Zanzibar International Film Festival (ZIFF) and the other was a Director of planning in the Ministry of Trade and Industries. Both managed to raise some comments regarding the content and format of the instruments and their comments were addressed accordingly.

Administration:

This survey was administered with the support of CBO members and Planning Officer (Ministry of Women), who had a satisfactory profile with good background and experience in community-based programs. The one-day brief orientation training on the survey administration was conducted for the survey administrators before the survey was conducted to give them the basic understanding of the survey objective and how it will be conducted.

During the orientation session the contents of the questionnaires were discussed to ensure that all the survey administrators had the same interpretation of the guiding questions. It took one week to complete each survey and one month to complete the entire survey.

1.4.3 Research Findings And Results

This section reports the research findings of the study that had been done to assess the challenges that the women handicraft producers encounter towards development of their business. From these results the project was then developed and implemented as intervention for improvement of the situation that prevailed.

Data analysis was done manually and by using computer software – SPSS.

Results:

The actual number of respondents was 32 out of 40. (20 UWAZI members, 7 Government officials, 2 key informants, and 3 respondents from NGOs.

Sample category	No of respondents	Percentage of total
UWAZI members	20	62.5
Govt. Institutions/NGOs	10	31.25
Key informants	<u>2</u>	<u>6.25</u>
Total	<u>32</u>	<u>100</u>

UWAZI members:

The actual number of respondents for UWAZI members was 20 out of a sample of 25.

As the respondents were allowed to identify more than one problem in question 4, the scores on the questions were as follows:

Summary of responses for question no. 4 (i) – (vi) and 6

Question No.	High	Medium	Low
	No. of respondents	No. of respondents	No. of respondents
i	15	5	-
ii	6	14	-
iii	10	10	-
iv	18	2	-
v	4	16	-
vi	14	6	-

Question (4(i)) (75%), (4(ii)) 30%, (4(iii)) 50%, (4(iv)) 90%, (4(v)) 20% and (4(vi)) 70% respectively. However, as they were asked to indicate the core problem separately (question no. 6), 13 respondents (65%) identified no. iv (lack of sales outlet) as the core problem while 7 respondents identified no. vi (lack of business capital) as the core problem.

Also, as the respondents were permitted to indicate other problems which were not stated in the questionnaire, 15 respondents (75%) stated that another problem that the UWAZI members are facing is the language of communication with the customers since the major customers are tourists who do not understand the local language i.e Kiswahili.

Government institutions and NGOs that deal with women Micro-enterprises development:

The response from this category of respondents is as follows:

10 respondents responded whereby all the respondents agreed that handicrafts help to create self-employment for women and help them to generate income through sales of the product – hence contributing in the poverty alleviation strategy for women.

6 respondents stated the importance of handicrafts as representing the country's image abroad through tourism industry, and the cultural heritage.

8 respondents (80%) identified the problems encountered in this sector as: Poor quality of the products, lack of skills in marketing and quality production, and lack of permanent sales outlet.

Key informants:

A key informant is a person (or group of persons) who possesses unique skills or professional background related to the issue/intervention being evaluated. Two people who possessed professional background on culture and traditional issues in which handicraft is related were interviewed.

Their responses focused on the areas of importance and problems encountered by these women.

In their responses they indicated that importance of women handicrafts:

- (a) As a country's cultural heritage,
- (b) Portrays the country's cultural image abroad
- (c) On economic perspective for women as it helps them to generate income through sales.

The problems that were indicated in their responses were:

- (a) Poor quality of products
- (b) Lack of business skills
- (c) Lack of permanent sales outlet

1.4.4 Implications of the Results:

The results have shown that 75% of UWAZI members indicated that they lack skills in producing high quality products. As the price of the product is also determined by the quality of the product (goods), poor quality of the products affected these women's earnings.

Despite the fact that the sector plays an important role on the women poverty alleviation strategy and country's cultural representation, lack of permanent sales outlet is one of the factors that contributes significantly to the hindrance of development of the handicraft business. 90% of UWAZI respondents ranked lack of permanent outlet as the "high" problem facing these women.

65% of same group of respondents (UWAZI) identified the lack of sales outlet as the core problem towards handicraft development. These results imply that these women could not expand their business through increased sales– hence the contribution to the economy is still minimal.

Furthermore, 70% of the respondents indicated that low business capital was among the barriers towards development of handicraft venture. This implies that they failed to capitalize their income for more investment.

The problem of communication skills was also highlighted by this category of respondents. 70% of the respondents indicated that they were not competent in using English language while communicating with their customers who are not familiar with Kiswahili language. This entails that these women could not utilize the opportunity of

existing tourism high season as they could not communicate with their customers effectively. There is a need for a deliberate effort to spread Kiswahili overseas through tourist bases to enable the tourist's benefit from the use of Kiswahili when they visit Zanzibar.

On the other hand, 100% of officials from government and non-government institutions agreed that the handicraft business was very essential to the women life standard. However, 80% of the respondents stated that the development of the business is hindered largely by lack of permanent sales outlets and lack of marketing and production skills. This implies that government and other organizations are aware of the existing challenges that these women face, and accordingly indicated positive response for interventions that would be initiated.

Key informants also indicated that this business is very crucial towards women economic development and country's cultural heritage, however lack of business and production skills with shortage of sales outlets have been considered as the main barrier towards such efforts. This means that although women have high morale of being self-reliant through engaging in handicraft business activities, these identified problems have been the pulling factors for business development on one side and women development on the other side.

The above implications of the results have hence led to the need for intervention of the common identified problems/barriers towards better situation. Thus, lack of permanent sales outlets and lack of business skills were the focus of this project.

CHAPTER TWO

PROBLEM IDENTIFICATION

2.1 Problem Statement:

As a way of implementing poverty reduction strategy, many women have been engaging in self-income generating activities. Handicraft business is one of the most common ventures that most women are engaged in. This is due to the fact that it is easier for them to deal in this trade as it entails using their traditional skills they acquired from their domestic environments. By recognizing the importance of the handicraft as part of the country's rich cultural heritage that promotes the country overseas through tourism, income generating and self-employment for women, the government provided them a space at the House of Wonders building (government building in the Old Stone Town area) where they could display and sell their products. But the space was then required for other official purposes and the building was transformed into a national museum without reallocating them an alternative space. Since then these women have been displaying and selling their products under the trees and other remote areas such as their homes – the places which are not suitable for such business activities. Majority of these women lack the market accessibility due to lack of suitable market place.

According to the Needs Assessment survey conducted to assess the problems that these women encounter, various respondents identified the lack of sales outlet as a major concern for the UWAZI women handicraft producers. 90% (18 persons) of UWAZI respondents ranked lack of permanent sales outlet as the major problem facing these

women. 80% (8 persons) of the respondents from government institutions that deal with women development initiatives stated that the development of the business is hindered largely by lack of permanent sales outlet. Thus lack of sales outlet for women handicraft products has become a major challenge for UWAZI women handicraft producers in Zanzibar.

If the problem of unreliable market is not addressed to, it has a potential of creating community economic problems arising from sales decrease hence aggravating income poverty. As women are vulnerable to HIV/AIDS, income poverty might force them to engage in other businesses that are sensitive to the spread of HIV/AIDS.

2.2 Target Community:

The target community is the UWAZI women handicraft producers in the Urban District - Zanzibar.

2.3 Resources and Stakeholders Analysis

There was a potential human resource that could be tapped into the organization. There are the UWAZI members who are talented and have been trained to produce better quality products. Other kinds of human capital that can be tapped into the organization are the unemployed youths, traders, researchers and retired employees who are knowledgeable in the fields of management and marketing. This kind of human resource can be used by the CBO.

Currently the physical resources such as housing, land are available. The institutional capacities such as markets, transport and communication centers are available in the public service centers.

2.4 Potential Collaboration:

The other project that is working on the similar issues is women microfinance that serves the women small entrepreneur projects. The project is implemented by Women Entrepreneurial Development Trust Fund (WEDTF). The similarity of these projects is that both projects have the same goal of improving the life of women economically. The difference is that the WEDTF is dealing in microfinance and provides small loans to women microentrepreneurs while this project had dealt with establishment of sales outlet for displaying and selling the handicraft products.

2.5 Stakeholders:

The main stakeholders of this project were UWAZI members, Government institutions, Non-Governmental Development Organisations and partners. The stakeholders analysis for this project was as follows:

List of stakeholders

Stakeholder	Describe Participation	Evaluation	Impact of participation	Rate	Plan
1. Members of the association of small scale producers	- Participate in problem design, planning for monitoring and evaluation	High	- Positive impact, led to writing the problem statement	+	Involve them in every step of project starting with need assessment to implementation
2. Local Government Officers	- Providing relevant information about the CBO	Medium	- Sensitisation of the community members to participate in the process of the project	+	-Involvement in the mobilization of the community.
3. Aga Khan Foundation (Stone town Cultural Centre)	Providing space for displaying and selling the products and training support	High	- Willingness to provide the space at the Zanzibar Stone town Cultural Center	+	- Convince the Aga Khan Foundation to be more concerned with the problem of the community
4. Ministry of	- Provision of information on	Medium	Empowerment and	+	Involve them from the initial

Women, Youth, Employment and Children - Zanzibar	women micro-enterprises. Providing training opportunities available at the ministerial level		enhancement of the women skills and knowledge		stage of needs assessment to the project implementation
5. Handicraft gallery	- Involved in assessing the products quality	Medium	- Provide information on the required quality and designs of the products	+	Involve them in every step of from need assessment to implementation of the project
6. Ministry of Trade, Industries, Marketing and Tourism	- Provision of information on the products market in relation to tourism industry and fetch the possibility of expansion. - Provide a linkage between donors and the organization.	Medium	Increase in market opportunity in the tourism industry	+	Involve the Ministry in the process of project development.

6. Non Governmental Organizations Resource Center	- Facilitation of training on management and production skills	Medium	Improving production and institutional skills.	+	Involve them in the process of training plan for capacity building
7. Stone town Heritage Society	Logistics for workshop	Medium	Availability of workshop venue	+	Involve them while determining the workshop logistics.

2.6 Project Goals and Objectives

Project Goal:

The main goal of this project was to improve the women handicraft producers' income.

The Project Objectives

1. To establish a sales outlet for 15 UWAZI women handicraft producers in Urban District - Zanzibar by November 2006.
2. To train 20 UWAZI women handicraft producers in products marketing by November 2006.
3. To organize trade handicraft exhibition for 50 UWAZI women handicraft producers in October 2006.

Assumptions:

Implementation of the project depends on availability of funds. It was assumed that the funds would be available in time so as to carry out the planned activities accordingly. Also, since the CBO members had participated during the process of project development their commitment would be high.

CED Participant's role in the Project:

As a CED participant, I played advisory role with regard to the project. My responsibility was to provide the technical assistance to facilitate the project planning process from its inception through its implementation. My position in the organizational chart was below the Organization's Chairman to whom I reported and as his immediate advisor.

Participatory Development:

Economic development is a process by which people through their own individual or joint efforts boost production for direct consumption and to have a surplus to sell⁸. This requires that the people themselves analyse the problems, identify the causes, set their priorities and acquire new knowledge. It also requires them to organize themselves in order to coordinate and mobilize the effective application of all the factors of production at their disposal. This means that they must plan, implement and manage their own economic activities. Development of this project followed this process – which is in line with the Community Economic Development approach.

2.7 Host organization

Background Information

The host organization was UWAZI. This organization was responsible for the successful implementation of the project.

The Association of Small Scale Producers of Zanzibar (acronymic as UWAZI) is an NGO registered under the Society Act No. 6 of 1995. The Headquarters of the organization is located in the Old Stone Town area in the Zanzibar municipality, Urban District, Zanzibar. It is an umbrella organization for individuals or groups of small-scale producers who engage in production of different products by using the locally available raw materials. It was officially registered on 9th June 1997. Though the membership is open for men and women, majority of the members are women who engaged themselves

⁸ People First: A guide to self-reliant participatory rural development.

into different handicrafts products including weaving, basketry, tye, dye and boutique, doormats and rugs etc. Formally these producers were working individually and that they could not be easily accessible by the government or other potential supporters. In 1995 the government organized a handicraft exhibition that many producers participated. From this meeting point it was then found the necessity of forming an organ that would link them and discuss their concerns, and also through which they would be recognized and be easily accessible by the government and other supporters. The organization started with 27 members and currently it has 125 members.

Objectives of the organisation

The objectives of UWAZI are to assist in the development and promotion of Small Scale Producers in Zanzibar so as to improve their standard of living economically and socially.

Organisation's Vision and Mission:

Vision:

To improve the standard of living of the Small Scale Producers of Zanzibar and other people living in our community economically and socially.

Mission:

To contribute in the promotion and development of Small Scale Producers of Zanzibar through providing training, organize exhibition, advocate, linkage as well as establishment of revolving funds that will support members' efforts.

Goals:

- Capacity building to enhance the Managerial and Technical capacity of UWAZI leaders and members.
- To establish a permanent sales outlet which will be used by the members for displaying and selling their products.
- Linking members with other partners for the purpose of getting credit and advisory/consultancy services.

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

This chapter highlights different literature of various authors, scholars and practitioners who have expressed the issues on women microenterprises in various perspectives. The literature review focused on theoretical, empirical and policy analysis aspects that address the issues of women microenterprise sector – particularly handicraft. Handicraft falls under the microenterprises and most microenterprises fall within the informal sector. Although the main focus of the cited literature is on women handicraft development, in some areas the literature review discussed on women microenterprise development in general or informal sector – in which handicraft is a sub-sector. So wherever these terms are used in this report it is meant to include the handicrafts sector.

3.2 Theoretical Literature

3.2.1 The Role and Significance of Micro/Small Enterprises

The micro and small enterprises have now become the main source of employment and income for the majority of people in developing countries, including Tanzania. Moreover, entrepreneurship in this sector is widely perceived by policymakers and donors as a means of economically empowering marginalized groups, including disadvantaged women such as single heads of household or women in rural areas (Hannan-Andersson, 1995)⁹. The MSE sector is an arena where the poor may not only

⁹ Preliminary Report Women Entrepreneurs In Tanzania 2002.

eke out a living, but also get most of their goods and services at prices they can afford. In Tanzania, it is one of the leading employers (next only to peasant agriculture). It is estimated that there are over one million enterprises in the sector, employing between 3 and 4 million people or 20-30 per cent of the total labour force¹⁰. According to the Informal Sector Survey (Tanzania) of 1991, micro enterprises operating in the informal sector alone consisted of more than 1.7 million businesses engaging about 3 million persons, that was, about 20% of the Tanzanian labour force¹¹.

The MSEs have also shown great potential for creating wealth. Their aggregate contribution to national income is estimated at between 35 per cent and 40 per cent of GDP (Finseth, 1998)¹².

Many poor women around the world earn their livelihoods supporting themselves and their families through microenterprises in the informal economy. The participation rates of women in the informal economy are high --80 percent in Lima, Peru; 65 percent in Indonesia; 72 percent in Zambia; and 41 percent in the Republic of Korea (Lim 1996)¹³. Moreover, women microentrepreneurs make important contributions to the local and national economies through their products and services. The increased participation of women in the microenterprise sector has not only altered women's access to independent cash income and their control over economic resources, but also poses a socio-cultural challenge (Koda, 1995; Mbughuni, 1994). Through participation in microenterprises

¹⁰ Women entrepreneurs in Tanzania Preliminary report October 2002

¹¹ Small and Medium Enterprise Development Policy 2002

¹² Women entrepreneurs in Tanzania Preliminary report October 2002

¹³ Simel Esim Business Development Services for Women's Business Growth
<http://www.cefe.net/forum/Seehowtheygrow.pdf>

women are increasingly contributing to meeting household economic needs, a role that was traditionally left to men in many societies.

Women tend to undertake activities that are in harmony with their traditional roles. These happen to be the least profitable. There are also some types of businesses that are common to both men and women as shown in the following classification.

Table 2: Classification of Gendered and neutral business activities

Gendered (Typically female)	Neutral	Gendered (Typically male)
<ul style="list-style-type: none"> • Food vending • Tailoring/batik making • Beauty saloons • Decorations • Local brewing • Informal catering • Pottery • Basket making • Informal food processing 	<ul style="list-style-type: none"> • Retail shops • Crop dealers • Horticulture • Kiosks • Charcoal retailing 	<ul style="list-style-type: none"> • Manufacturing • Import/Export • Wholesale trade • Transportation • Tour agencies • Estate agents (informal) • Hawkers • Charcoal wholesaling • Restaurants • Bars • Formal food processing

Source: Women entrepreneurs in Tanzania Preliminary report October 2002 (Extracted from Rutashobya (1995), Nchimbi (1999) and Olomi (2001))

During the study on the “Women entrepreneurs in Tanzania”, it was revealed that there are “pull” and “push” factors that force women to engage in microenterprises. Some of these factors are as listed below:

Table 3. Push and Pull Factors for Women Starting MSEs

PUSH FACTORS	PULL FACTORS
<p>i. To meet basic economic needs, either because the woman is single and has no formal employment or the spouse’s income is inadequate to meet basic family needs.</p> <p>ii To supplement income from the woman’s salary in order to meet her and her family’s basic needs.</p> <p>iii Creating breathing space for the woman. Staying around the house all day long invites quarrels with neighbours and family members.</p>	<p>i. To have something she can have control over.</p> <p>ii To raise her social status and earn the respect of her husband and the community.</p> <p>iii To have greater flexibility (compared to employment) to combine work and her household responsibilities.</p> <p>iv To be able to access credit offered by some donor supported projects. In some cases, the money borrowed is not used in the business, but rather to meet other pressing needs.</p>

Source: Women entrepreneurs in Tanzania Preliminary report October 2002

Therefore, supporting women microentrepreneurs is important to the well being of poor households.

3.2.2 Definition of Microenterprise and Handicrafts perspective

Micro enterprises may be defined as a small business usually with one owner, started by the poor in the cities, towns and villages, commencing with minimal investment and not requiring a formal establishment¹⁴. (Note: There are other definitions of micro-enterprise which are synonymous to this one but expressed with slight additional characteristics such as “ownership by family members”, number of people employed, amount of capital, etc.) Kayanula et al 2000 mentioned some of the characteristics of small enterprises as mostly operated by individuals or family members mostly working at home or in open spaces. Among the activities in which they engage are clothing and tailoring, food processing, weaving, wood furniture. He further stated the constraints that hinder the small enterprises progress as finance, credit constraints, domestic demand, business management skills etc.

In the context of Tanzania, micro enterprises refer to those engaging up to 4 people, in most cases family members or employing capital amounting up to Tshs.5.0 million. The majority of micro enterprises fall under the informal sector.¹⁶ Some of the characteristics of microenterprises in Tanzania are summarized in the following table.

¹⁴ Regional Gender Forum - women in enterprise development: Bangladesh perspective

¹⁵ Regional Gender Forum - women in enterprise development: Bangladesh perspective

¹⁶ Small and Medium Enterprise Development Policy 2002 (Tanzania)

Table 4: Summary of Comparative Characteristics of Various MSEs

	Micro/ Subsistence	Micro	Micro	Small
Number of employees	1	1-4	5-9	10 - 49
Location	Home, street	Home, shop or designated premises	Shop near home designated area	Factory/plant
Production process	Rudimentary	Simple	Several steps	Complex
Technology	Basic, often borrowed	Labour-intensive equipment may be obsolete	More complex	More capital intensive
Market	Local, neighbours, "the poor"	Community with limited purchasing power	Some expansion beyond neighborhood	National
Credit sources	Savings	Savings, friends	Savings	Savings, friends, relatives

Source: Women entrepreneurs in Tanzania Preliminary report October 2002 (Adapted from ESRF 1996).

Note: For the purpose of the above cited report, quote “the term MSEs incorporates enterprises that employ between one and 49 employees, whether formal or informal. In this regard, micro-enterprises are those that employ less than 10 people, while small enterprises are those that employ between 10 and 49 persons”¹⁷.

Handicrafts are a sub-sector of micro-enterprises. This phenomenon was observed in the Nazmunnessa’s presentation when she categorized the micro-enterprises operated by women as traditional crafts, and cottage type activities such as **handicrafts** (weaving, sewing, knitting, making of coir mats and ropes...) ¹⁸. S/he also indicated similar constraints/barriers (low investment, low income, access to credit, unfavourable infrastructure support etc) that hinder the women enterprise development.

Najmaheptulla, during her presentation at the Asian Summit made a remark on the local crafts – in which women are mostly engaged when she stated “Women particularly can be benefited by revival of local crafts. In smaller towns and rural areas women are mostly involved in handicrafts and cottage industries....”

She further stated that “Women do not own **factors of production** nor do they have the **access to capital**. They are **informally trained in traditional skills** that are never updated with more professional training”¹⁹. At this remark there is an indication that some intervention is required towards the development of women handicrafts sector.

¹⁷ Preliminary Report Women Entrepreneurs In Tanzania 2002.

¹⁸ Regional Gender Forum - women in enterprise development: Bangladesh perspective

¹⁹ An Asian summit on youth entrepreneurship & employment

3.3 Empirical Literature:

Different scholars/institutions have discussed the issue of handicrafts development (particularly for women) in various but related perspectives towards the development and sustainability of the sector. These include economic, accessibility of credit, training/skills, marketing and market places, cultural heritage.

The Ministry of Textiles of India had tackled the issue of women handicraft development in the form of women welfare (including economic) and cultural heritage of the country. Special attention had been paid to ensure that a large number of women artisans would get benefit in all the developmental schemes (such as training, marketing related programs etc.) being implemented by the Office of the Development Commissioner (Handicrafts) Voluntary Organisations such as Self-employed Women Association. Nearly 40% of the artisans who benefited under these schemes were women.²⁰ In order to assist the Handloom Weavers the Government had been implementing many schemes for the purpose of (i) Employment Generation (ii) Modernization and upgrading the technology (iii) Marketing Support, (iv) infrastructural support etc.²¹

In the 8th five year plan (India) it had been stated that handicrafts were not only a part of the country's rich **cultural heritage** that promoted a country overseas through tourism, but they are also unifying factor in the national life. They also occupied an important

²⁰ Ministry of Textiles – Annual report 2000-01 SC/ST and Women Welfare in Textiles

²¹ *ibid*

position in the **economy** of the country both from the point of view of **employment and export**²². So for promoting the growth of handicrafts, it was essential to service the production base of craftsmen/women.

Due to the problems/constraints that were experienced in the handicrafts sector, the project was developed in the 8th five year plan with the main objective of enhancing opportunities for employment and income from the crafts as an economic activity and harness the export potential of crafts for increasing foreign exchange earnings of the country²³. Apart from organizing traditional fairs and exhibitions, selected market places in rural areas, towns and cities were identified and craft complexes were developed at pilgrimage, tourist centres and metropolitan cities for marketing of crafts²⁴.

Kate Kerr discussed tourism as a market for handicrafts. Tourism plays an important role in marketing the handicrafts products abroad. One particularly promising source of development potential may be found in what is known as “cultural tourism”. This approach links tourist attractions to the culture of the indigenous peoples, colourful ceremonial celebrations; dances and music; and ethnic arts and crafts. Hence this approach creates the market for traditional handicrafts. This had been practiced in Indonesia²⁵.

²² 8th five year plan (India) Vol. II sec.6.10.1

²³ 8th five year plan (India) Vol. II sec.6.10.1

²⁴ 8th five year plan (India) Vol. II sec.6.10.1

²⁵ The economic potential of handicrafts enterprises in rural development: Focus on Indonesia.

Najmaheptulla emphasizing on the importance of establishment of a market place for handicrafts, mentioned at the Asian Summit that she initiated at Bujodi in earthquake-ravaged Gujarat, the building of a community centre that would facilitate collective enterprise of local weavers and artisans. The centre would serve as the focal point where the weavers and artisans could sell their produce without middlemen.²⁶

The same situation was experienced in Bangladesh where the handloom-weaving sector was facing (among others) the same constraints of sales outlet. The “Handloom Weaving Project of UBINIG” was then undertaken. Within the project components, it was proposed that construction of market sheds and common facility center at suitable location by assistance of the government, donors and private sector could help to address this problem. The sales outlet sheds were established at Prabartana located in Dhaka city. According to the report that construction of the sales formed a “bridge” between the consumers and the producers. The producers also managed to know about the consumers’ preferences through regular meetings and feedback from the sales outlet of UBINIG.

In Tanzania, the study on “women entrepreneurs in Tanzania” was conducted by the University of Dar es Salaam Entrepreneurship Centre (UDEEC). The emphasis on women entrepreneurship development was highlighted as highly relevant to the Poverty Reduction Strategy process in Tanzania and to the achievement of Goal 3 of the

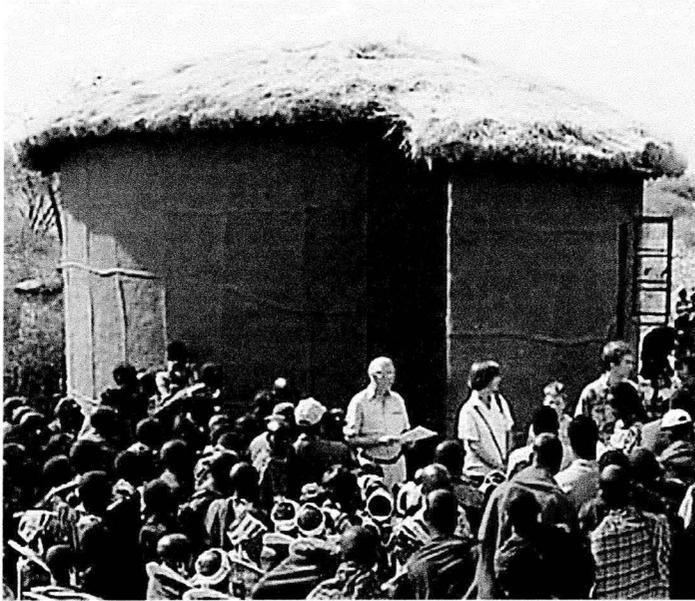
²⁶ Asian summit on Youth entrepreneurship & employment

Millennium Development Goals (MDGs) – to promote gender equality and empower women. The report revealed various problems/challenges that Tanzania women micro-entrepreneurs encounter. These include lack of education, lack of work premises. On the other hand, the ILO (2000) study showed that, as much as 60 per cent of businesses in the informal sector operate along the streets²⁷. This indicates that the problem of sales outlet is common among different microentrepreneurs in the informal sector.

As part of the women micro-entrepreneurs (handicraft) support, the African Wildlife Foundation (AWF) and USAID assisted the Naisho Women group in Ngorongoro by training them to raise the quality of their handicrafts, training in marketing skills and constructed a permanent hut for handicraft sales which was officially handed over to them in December, 2003²⁸.

²⁷ Preliminary Report Women Entrepreneurs in Tanzania.

²⁸ USAID Tanzania Success Stories: Balancing Culture and Conservation in Tanzania.

Plate no. 3 USAID hands over a new handicraft hut to the Esilalei Village Council

Source: http://tanzania.usaid.gov/article.php?id=0039_EN

General Findings And Lesson Learnt:

From the above-cited literature (theoretical and empirical) it is evident that some interventions that were applied to improve the situation might also be applied for the women handicraft development in Zanzibar as most of the challenges that impede the development of the sector are also encountered in Zanzibar. Some of the general findings and lesson learnt from the literature review are listed as follows:

- There is no single universally agreed definition of the term “microenterprise”. Different countries and scholars define the term in different perspectives and context though there are similarities in the elements that were considered.

- Microenterprises sector plays an important role in creating employment for the disadvantaged group – particularly women as most of them are illiterate or have low education level and so join this sector for earning their livelihood.
- Despite the increased participation of women in the micro and small enterprise sector over the past few years, women entrepreneurs are still found predominantly in low growth areas, earning lower revenues than their male counterparts. In particular, the limited performance of women-owned enterprises may have impeded the creation of meaningful and sustainable jobs.
- The constraints/challenges that the Zanzibar women handicraft producers encounter are also experienced in other regions/countries.
- Low education levels, lack of marketing skills, lack of proper market place, low capital, are among the challenges that women micro-entrepreneurs (handicrafts inclusive) encounter.
- Significance of women microenterprise/handicraft sector in the developing countries is recognized not only at the national level, but also by the donors whereby the projects are initiated and implemented with the support of governments or donors.

- Training on good quality products is also essential so as to produce the good products that would satisfy the consumers' demand and expand the products market. Many women possess the traditional skills that have not been updated, so training would help them to upgrade their skills and produce better products that will fetch reasonable market price and ultimately improve the income generation through handicraft production.

- It has been noted that most women operate in the informal business premises such as residential premises or open spaces. As they operate in open spaces (sometimes unauthorized areas) they are insecure about their future, so they become less motivated to expand their businesses.

- Among other initiatives, training and establishment of sales outlets/points were identified and implemented as part of the intervention to the women handicraft development barriers. As handicrafts are not only produced for domestic consumption but also for tourists, it is necessary to have places where consumers will easily get access to the products and the producers benefit from their work.

3.4 Policy Review:

Small-scale rural and urban enterprises have been one of the major areas of concern to many policy makers in an attempt to accelerate the rate of growth in low-income countries²⁹. These enterprises have been recognized as the engines through which growth objectives of developing countries can be achieved. They are potential sources of employment and income in many developing countries³⁰. Hence, the development of SME Policy and government support to help alleviate constraints is crucial - with the objective of creating conducive environment for development and growth of this sector, which plays an important role in the economy.

Micro-enterprise development is one of the measures that have been adopted as a means of alleviating the income poverty whereby the communities at grass-root level engage themselves on micro-enterprise business in various aspects. In recognition of communities' initiatives for poverty alleviation, international organizations provide technical or financial support on projects that focus on poverty alleviation.

Poverty is a global issue that is now being tackled at global level, regional as well as the national level in the individual countries. In the year 2000 at the United Nations Millennium Summit, 189 heads of states adopted the time-bound and measurable Millennium Development Goals (MDGs) that were aimed to be achieved by the year 2015. By implementing Goal 1 (Eradicate extreme poverty and hunger) the United

²⁹ The policy environment for promoting small & medium-sized enterprises in Ghana and Malawi. page 10
³⁰ *ibid*

Nations targets to reduce by the proportion of people living on less than a dollar a day, and reduce by half the proportion of people who suffer from hunger.

In response to the implementation of the MDGs individual countries had to set the policy that would ensure the achievement of the said MDGs.

In response to the Millenium Development Goals targets, in Zanzibar, the Zanzibar Development Vision 2020 was adopted with the overall objective to eradicate absolute poverty in the society. The first three-year Zanzibar Poverty Reduction Plan (ZPRP) was then drawn in the year 2002 as implementation strategy towards the achievement of the Development Vision 2020. The Zanzibar Vision 2020 had stipulated that the development of SME Policy was one of the priority areas towards the achievement of its goals. Small and Medium enterprise development was also identified as a means of poverty alleviation in the Zanzibar Poverty Reduction Plan. Hence the Small and Medium Enterprises (SME) Development Policy was formulated by the Ministry of Trade, Industries, Marketing and Tourism. The first version was released in November 2004 and the final document was approved in October 2006. The main goal of the SME Policy is to create conducive environment that will lead to the sustainable development of this sector in the period 2005 – 2010 and ultimately resulting in economic and social development in the following areas:

- Improvement of people's livelihood.
- Increase of employment
- Enhance regional development.

Though the policy did not focus on the handicrafts in particular, since the sector falls within the Small and Medium Enterprises it is inclusive.

Tanzania (mainland) developed the strategy known as Vision 2025 that links the MDGs. Tanzania Development Vision 2025 seeks to transform from a low productivity agricultural economy to semi-industrialised one, lead by modernised and highly productive agricultural activities that are reinforced by supportive industrial and service activities through actively mobilisation of people and other resources towards the achievement of shared goals³¹. The National Strategy for Growth and Reduction of Poverty, known as the **MKUKUTA** was drawn and approved by Cabinet in February 2005. This was a successor to the Poverty Reduction Strategy Paper PRSP). In the Poverty Reduction Strategy, the Government had decided to promote private sector participation including Small and Medium Enterprises.

In Tanzania (mainland) The SME Policy was developed in 2002 with the objective of creating conducive environment for development and growth of this sector that plays an important role in the economy. The expected outcome from this policy is to have a significantly increased contribution of the SME sector to economic development of Tanzania.

A number of initiatives have been designed by the Government to set up funding mechanisms and schemes to address poverty and employment related problems through promoting SMEs. Such funds include National Entrepreneurship Development Fund

³¹ Small and Medium Enterprise Policy 2002

(NEDF), Youth Development Fund (YDF) which is managed by the Ministry of Labour, Youth Development and Sports and the Women Development Fund (WDF) that is managed by the Ministry of Community Development and Women Affairs and Children. Apart from these, there are other related programmes that were established through Government/donor joint efforts including the Small Entrepreneurs Loan Facility (SELF), National Income Generating Programme (NIGP), Presidential Trust Fund and Community Development Trust Fund. Another initiative towards this direction has been the establishment of the National Micro-finance Bank (NMB), meant to cater specifically for micro enterprises.

Ghana had broadened the institutional support for the Small and Medium Enterprises through the Economic Recovery Programme instituted in 1983. The National Board for Small Scale Industries (NBSSI) was established within the ministry of Industry, Science and Technology to address the needs of small businesses. The NBSSI established an Entrepreneurial Development Programme intended to train and assist persons with entrepreneurial abilities into self-employment. Access to credit had also been one of the main bottlenecks to Small and Medium Enterprises development. Most Small and Medium Enterprises lack the necessary collateral to obtain bank loans. Under the Program of Action to Mitigate the Social Cost of Adjustment, a revolving fund of US\$ 2 million was set aside to assist Small and Medium Enterprises.

In Malawi under the Industrial Licensing Act (1991), Small and Medium Enterprises no longer require an Industrial License to start a manufacturing enterprise. In addition, the Department of Customs and Excise gives tax rebated on certain imported inputs.

Lesson Learnt From Policy Review:

As it has been indicated in the above theoretical and empirical literature the important role that the microenterprise sector plays in terms of employment and income generation activities, the government recognition and support is highly important for the development of the sector.

At macro level, the government is taking initiatives by developing policies that will create conducive environment for micro-entrepreneurs in general and women development in particular.

If the established SMEs Policies and other policies that relate to women development and entrepreneurship are well implemented, they will contribute towards the achievement of the micro-enterprises development and hence enhance their contribution in the national economy and poverty alleviation strategies.

CHAPTER FOUR

IMPLEMENTATION OF THE PROJECT – ESTABLISHMENT OF SALES OUTLET FOR UWAZI WOMEN HANDICRAFT PRODUCTS

4.1 Product and Outputs:

Implementation of this project started with the itemization of what will be accomplished by the project and the expected outputs and products. Each project objective indicators were identified. The following were the expected products and outputs on completion of the stated activities and achievement of the project objectives.

- Existence of sales outlet i.e contact place with customers available and products displayed.
- Training workshop conducted.
- Handicraft exhibition conducted.

The following is the indicators for the project objectives and outputs:

Table 5: Itemization of project products and outputs

Project objectives	Input Indicators	Output indicator	Impact indicator
<p><u>Objective 1</u> To establish a sales outlet for 30 UWAZI handicraft producers by December 2006.</p>	<p>1. Personnel. 2. Transport facilities, stationery, communication facilities.</p>	<p>1. Handicraft products displayed at the sales outlet. 2. Number of women using the outlet facility.</p>	<p>Improved level of income for the respective women.</p>

<p><u>Objective 2</u> To conduct training workshop for 20 women UWAZI women handicraft producers by December 2006.</p>	<ol style="list-style-type: none"> 1. Training facilitator and co-facilitator. 2. Funds. 3. Venue and other logistics. 	<p>Number of women trained in quality products development.</p>	<ol style="list-style-type: none"> 1. Enhanced awareness on importance of product quality. 2. Improved products quality. 3. Increased household income.
<p><u>Objective 3</u> To conduct handicrafts exhibition for 50 UWAZI women handicraft producers by November 2006.</p>	<p>Exhibition conducted.</p>	<p>Number of women handicraft producers participated at the exhibition.</p>	<p>Increase skills on product marketing in competitive environments.</p>

4.2 The Project Plan

This project was developed and implemented in response to the survey that was done to identify the problems and challenges that women UWAZI handicraft producers encounter in promoting their products. The project planning involved scheduling activities in sequence. UWAZI management team was involved in producing inputs for project planning. Participatory planning was important to ensure that the activities are conducted according to the schedule. The required resources and planned delivery timeline are presented in appendix 5.

Planned activities include conducting a Project Inception Workshop with the full project team. A fundamental objective of this Inception Workshop was to assist the project team to understand and take ownership of the project goals and objectives. Other activities were actual implementation of project activities, monitoring and evaluation.

The project was planned and implemented in the fiscal year 2006 and the project period was twelve months.

Workshop will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines and also to clarify each party's responsibilities during the project's implementation phase.

Inputs:

In implementing this project a number of inputs are needed to accomplish the planned activities. Inputs that were needed for the implementation of the project were human resources, financial resources and materials.

Table 6 Project Implementation Plan

Activities	Project Month														Resources	Person responsible	
	Jan. 06	Feb. 06	Mar 06	Apr. 06	May 06	Jun 06	Jul 06	Aug 06	Sep 06	Oct 06	Nov 06	Dec 06	Jan 07				
Objective 1: To establish a sales outlet for 15 UWAZI women handicraft producers in Urban District - Zanzibar by November 2006.																	
i. Conduct meetings with Project team to determine the alternatives for establishment of sales outlet.																Stationery, Personnel	Project management team, Advisor.
ii. Approach potential supporters for necessary support and follow-up.																Transport, personnel and stationery	Project coordinator.
iii. Acquire apartment for products display/sales																	Project management, team, Advisor.
Objective 2: To train 20 UWAZI women handicraft producers in products marketing by November 2006.																	
i. Conduct training needs assessment/priorities for the women handicraft producers																Personnel, stationery	Project management team.

Activities	Project Month													Resources	Person responsible
	Jan. 06	Feb. 06	Mar 06	Apr. 06	May 06	Jun 06	Jul 06	Aug 06	Sep 06	Oct 06	Nov 06	Dec 06	Jan 07		
ii. Identify w/shop facilitators.														Stationery	Project Coordinator
iii Submit final training proposal to the donor and follow up.														Transport	Project Coordinator , Advisor
iv. Identification of w/shop participants.														Transport, stationery	Project Management Team, Advisor
v. Conduct the training workshop.														Personnel, funds	Project Coordinator Advisor.
Objective 3: To organize trade handicraft exhibition for 50 UWAZI women handicraft producers in October 2006															
i. Submit funds application to the sponsors.														Personnel, Stationery	Project Coordinator
ii. Identify exhibition participants														Personnel	Project team, Advisor

Activities	Project Month													Resources	Person responsible
	Jan. 06	Feb. 06	Mar 06	Apr. 06	May 06	Jun 06	Jul 06	Aug 06	Sep 06	Oct 06	Nov 06	Dec 06	Jan 07		
iii. Organise pre-exhibition activities														Personnel, funds.	Project Coordinator
iv. Conduct exhibition activities														Personnel, funds, exhibition materials.	Handicraft producers, Project team
Monitoring and Evaluation														Personnel, transport, stationery	Project team, sponsors, advisor.

Staffing Pattern:

During project planning staffing plan was prepared. Staffs were allocated to perform different activities according to their knowledge and responsibility in the organization. However, the Project Advisor was responsible to oversee and facilitate the training program and monitoring of all the project activities.

The project implementation team comprised of the Project Coordinator, Project Assistant and an Accountant. Due to financial constraints the project could not employ full-time staff members, so it was planned to second the staff from the Government Ministries/institutions that deal with SMEs development and women development initiatives (Ministry of Trade, Industries and Marketing and Ministry of Women and Children Affairs respectively), and also UWAZI management and members. There was also the Executive Committee comprising of UWAZI Chairperson, two UWAZI members and UWAZI Secretary who was the Secretary to the Project Executive Committee. The Executive committee members and the Project Coordinator formed the Project Management Team.

The following table summarises the project staffing pattern:

Table 7: Project staffing pattern

Position	Tasks	Responsible to:
Project Executive	1. Overall responsibility for achievement of the project objectives.	Stakeholders (Sponsors and

Committee	<ol style="list-style-type: none"> 2. Monitoring of project implementation plan. 3. Engage the project staff. 	UWAZI members)
Project Coordinator	<p>Implementation of project activities.</p> <p>Preparation of periodic project progress reports.</p> <p>Dissemination of information (reports) to the appropriate authorities.</p> <p>Monitoring the project implementation at project supervisory level.</p>	Project Executive Committee. Sponsors.
Project Assistant	<ol style="list-style-type: none"> 1. Assist the Project Coordinator with project administrative duties. 2. Implementation of project activities and follow-up. 3. Submit weekly report to the Project Coordinator. 	Project Coordinator
Project Accountant	<ol style="list-style-type: none"> 1. Execute financial transactions such as receiving of project funds and making payments and keeping records of income and expenditure. 2. Prepare and submit weekly updates on financial position to the Project Coordinator. 3. Prepare periodic financial reports for the Project Management Committee. 	Project Executive Committee. Project Coordinator.

The Project Coordinator was responsible for the overall implementation of the project and reporting to the sponsors and Executive Committee. He formed a linkage between the sponsors and the Project Management/Implementation team.

The Project Assistant was responsible for the day-to-day execution of the project activities. He also assisted the Project Coordinator in the administrative issues pertaining to the project implementation. He was responsible to the Project Coordinator.

The Project Accountant was responsible for the financial transactions of the project. He was responsible for receiving funds, making payments and keeping financial records and reports. He was responsible to the Project Coordinator and Project Executive Committee.

Budget:

The total budget for the project was Tanzania Shillings 7,007,850 whereas the amount of Tshs. 635,000 was allocated for operating expenses and Inception Workshop, Tshs. 3,685,000 were planned to be expended for training workshop, and Tshs. 3,650,000 for exhibition purpose respectively. As the project opted to seek the space for Sales Outlet from the Municipality owned buildings or development partners as their support in kind, no provision was allocated. The required resources were mostly stationery and transport and the cost was included in the project's operating budget.

Detailed budget description is found in Annex 6.

4.3 Project Implementation:

The project was implemented in the fiscal year 2006 and covered a period of one year. The resources that were employed included transport, stationery, personnel, funds, exhibition materials and venue. The project activities were implemented as planned though some deviations on the timeframe were observed. Some delays were due to late fund disbursement from the sponsors.

The project was implemented in collaboration with various stakeholders who provided financial and in-kind support. These include the Government, Stone Town Heritage Society (logistics), Tanzania Gatsby Trust Fund (Funds for exhibition), SIDA (Funds for training workshop) and Agha Khan Cultural Services (Space for products display and sales point). UWAZI provided furniture in their office, staff and other logistics (stationery, communication facilities and transport) as their contribution for the project.

A Project Inception Workshop was conducted with the full project team (Executive Committee and Project Implementation Team). The fundamental objective of this Inception Workshop was to assist the project team to understand and take ownership of the project's goals and objectives. The Inception Workshop also provided an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines.

The following is the outline of implementation process for each project objective.

4.3.1 Establishment of Sales Outlet:

The process started by identifying different alternatives of acquiring the place. The meetings were held and various alternatives were identified and considered such as: Rental of an apartment from private landlords, acquisition of land from government for construction of sheds, acquisition of building from the Municipality authorities and assistance from other partners and supporters. The project team opted to seek an apartment from the Municipality or other supporters and partners. The Project Implementation Team contacted the respective authorities and had discussions with them.

The project obtained the space from the Agha Khan Cultural Services who offered a space in their building commonly known as "Stone Town Cultural Centre" for products display and sales outlet. This space has now been allocated and used by the women who were in the remote areas and those who were removed from the unauthorized open spaces, to display and sell their products. Ten women use the facility.

4.3.2 Training of 20 women handicraft producers by 2007

The training component of the project was implemented under the "Reclaim women's space in World Heritage" Program. The project is part of the twining cooperation between the women in the Stone Town - Zanzibar and Visby, Gotland in Sweden respectively, and was financed by SIDA. Through this program, the project officials had convinced the sponsors to include the training component for UWAZI women handicraft producers in the project.

During the process of identification of workshop participants, the women groups representatives were required to submit two names for each group and finally one participant from each respective group was selected. The selection process also considered those who had not received any training for the past three years or at all.

This workshop was facilitated and conducted in Zanzibar by the Genderinstitut Gotland – Sweden and a local co-facilitator from Zanzibar. The workshop was conducted for five days. 15 women participated in the workshop which aimed at providing the basic knowledge on production of good quality products to enhance their product development skills. Although the objective was to train twenty women but due to budget constraints only fifteen women were trained.

Plate No. 4 Participants at the workshop in December, 06



(Source: Photo by the researcher)

The course was practical oriented and focused mainly on the products which most of these women produce –such as baskets, ropes, rugs and doormats etc. The course content included: Use of available raw materials and kind of products, selection of colours for the products, Product design and packaging. The skills thus gained would enable them to produce better quality products that would be displayed and sold at the outlet. This would facilitate the effective use of the outlet and achieve the ultimate goal of improving their income through selling of good quality products.

The workshop was held at the “Old Customs House Building”. The venue was acquired as support in kind from the “Stone Town Heritage Society” and project paid for supplies and other venue logistics.

Plate No. 5 Handicraft products and raw materials demonstrated at the workshop in December 06



(Source: Photo by the researcher)

Plate No. 6 Project Technical Advisor and Facilitator during the workshop in December 06.



(Source: Photo by the researcher)

4.3.3 Organise trade Handicraft Exhibition for 50 women handicraft producers.

Exhibition also serves as sales outlet whereby the customers (local and international) are able to access variety of products at the same point. It enables a large number of producers to exhibit and advertise their products at the same point.

The objective of this exhibition was to establish a temporary market place where the producers could publicize and sell their products, and to form a linkage between the producers and potential customers. The Tanzania Gatsby Trust had financed this handicraft exhibition.

Fifty participants were identified and participated at the exhibition as planned. Selection of participants also considered the type of products – i.e. different types of products were

to be displayed at the exhibition. The aim was to have a variety of products as well as the same type of products but of different designs. So participants were selected either as individual or group – depending on the products they produced. However, in some cases more than one producer of the same type of product participated thus enabling the customers to have a better choice of the products.

The exhibition was conducted for four days at the “House of Wonders” in the Zanzibar Stone Town in December 2006. Due to late disbursement of funds by the donors, pre-exhibition activities could not be accomplished in the planned period and so the exhibition was rescheduled and conducted in December 2006.

Plate No. 7 Women at the handicraft exhibition pavilion at the House of Wonders Zanzibar.



(Source: Photo by the researcher)

Monitoring and evaluation: Monitoring and evaluation of the activities and objectives were done and results are presented in next chapter.

Summary of actual implementation with timeframe was as follows:

Table 8: Summary of Actual Implementation with Timeframe

Planned Activity	Planned timeframe	Actual timeframe
Objective 1: To establish a sales outlet for 15 UWAZI women handicraft producers in Urban District - Zanzibar by November 2006.		
Conduct meetings with Project management team to determine the alternatives for establishment of sales outlet.	January – February 2006	February 2006
Approach potential donors/supporters and government authorities for necessary support, and make follow up.	March – July 2006	April, June, July, September 2006
Acquire apartment for products display.	November 2006	November 2006
Objective 2. To train 20 women handicraft producers by November 2006		
i. Conducting training needs assessments	April – May 2006	May 2006
ii. Identify local workshop facilitator	April – May 2006	May 2006
iii. Submit final training proposal to the donor	May – August 2006	May - August 2006

Planned Activity	Planned timeframe	Actual timeframe
and follow-up.		
iv. Identify workshop participants.	August – Sept. 2006	August – Sept. 2006
v. Conduct the training workshop	November 2006	December 2006
Objective 3: Organise trade handicraft exhibition for 50 UWAZI women handicraft producers in October 2006.		
Submit funds application to the sponsors and follow-up.	April – June 2006	June 2006
Identify exhibition participants	July – August 2006	August 2006
Organise pre-exhibition activities	July – September 06	October - Dec. 06
Conduct exhibition	September 2006	December, 2006
Monitoring	February- December 2006	February – December 2006.
Evaluation	August 2006, January 2007	August 2006, January 2007

CHAPTER FIVE

MONITORING, EVALUATION AND SUSTAINABILITY OF THE PROJECT ON ESTABLISHMENT OF SALES OUTLET FOR UWAZI WOMEN HANDICRAFT PRODUCTS

5.0 Monitoring and Evaluation Overview

Monitoring may be expressed as a regular process of gathering information on all aspects of the project. Evaluation is the process of gathering and analyzing information to determine (1) whether the project is carrying out its planned activities and (2) the extent to which the project is achieving its stated objectives through these activities³².

Among the significant differences between monitoring and evaluation is in their respective focus: monitoring focuses on operational implementation while evaluation focuses on the effectiveness and impact of the project on the target population. For instance, output such as the number of persons trained can be obtained from the record of attendance at the session, while the associated data on the outcome and impact of the training requires beneficiary-level measurements. The other difference is the frequency of data collection and reporting. Monitoring is a continuous process while evaluation is periodic such as mid-term and at the end of the project.

³² Project Design for Program Managers – CEDPA Vol. II

Monitoring and evaluation activities were planned and implemented at the project implementation level, management level and by the donors.

Methods/Approaches

The Rapid Appraisal Methods were employed whereby the direct observation, focus group discussion and record review mechanisms were used. The choice of these approaches had considered the low cost and the time (duration) for data collection, accessibility of the focus groups and the number of sites to be visited. The project sites (Exhibition venue, Workshop venue and Sales outlet) were close to the project office hence required low transport cost, focus group discussion could be viable as the members could be easily available at the sites. The Participatory Methods were also employed whereas the Beneficiary Assessment and Participatory monitoring and evaluation approaches were used. These methods were considered as appropriate since they provided active involvement in decision-making for those with a stake in the project and generated a sense of ownership.

5.1 Monitoring

The objective of monitoring this project was to assess the trend of implementation of scheduled activities and use of resources, and take the corrective measures for any deviations. Monitoring provided the Project Management Team with information needed to analyze current situation, identify problems and find solutions, and measure the progress towards achievement of the objectives.

In order to ensure timely delivery of services there was a need to establish a management information system that was designed to collect information on project activities, to monitor, and evaluate the operations and performance of the project.

Information that was planned to be collected includes; financial and other material resources, results, budget/expenditure, service delivery and training needs.

The following is the monitoring plan for the project.

Table 9: Project monitoring plan

Objective 1: To establish a sales outlet for 15 UWAZI women handicraft producers in Urban District - Zanzibar by November 2006.					
Activities	Indicators	Data Source	Methods/ Tools	Person Responsible	Timeframe
1. Conduct meetings to propose the alternative means of establishment of sales outlet.	No. of meetings conducted. Number of participants attended.	- reports - attendance records.	-Records review -Group discussion	-Secretary -Project management team -Project advisor	February 06 March 06
2. Approach potential donors for necessary support and follow-up.	-No. of Visits. - No. of Meetings	-Reports Correspondence	-Record review -Group discussion	-Secretary -Project management team -Project advisor	Mar. – Sept. 2006
3. Acquire apartment for products display/sales.	Physical existence of the outlet.	Record and reports	-Record review -Group discussion - Observation	Secretary -Project management team -Project advisor	Oct. – Dec. 06
Objective 2. To train 20 UWAZI women handicraft producers in products marketing by November 2006.					
Conduct training needs assessment for the women handicraft	- No. of trainings identified	Reports of training requirements.	Record review.	Project management team, women	May – July 06

producers.	- No. of participants No. of meetings.	List of attendants.	Group discussion.	groups representatives.	
Developing mini training proposal	Proposal document.	Reports.	Record review. Group discussion	Project coordinator Project	April-May 06
Submit training proposal to the sponsor and follow-up.	No. of sponsors approached	Reports	Record review	Advisor Project coordinator. Project Advisor	June-Sept. 06
Identification of w/shop participants	No. of participants selected.	Reports. List of selected participants	Record review	Project management team. Women groups	Sept.-Oct. 06
Conduct Training W/shop	No. of participants attended.	Facilitator's report. Attendance checklist	Record review. Observation. Group discussion	Project management team.	Nov.-Dec. 06
Objective 3: To organize trade handicraft exhibition for 50 UWAZI women handicraft producers in October 2006					
i. Submit funds application to the sponsor and follow up.	Amount of money received.	Financial reports. Bank statements.	Record review.	Project management team, Advisor.	June-July 06
ii. Identify exhibition participants.	No. of participants selected	Reports.	Record review Group discussion.	Project management team, Advisor. Women groups representatives.	August-Sept. 06
iii. Organise pre-exhibition activities.	List of exhibition logistics.	Reports. Cash book.	Record review. Group discussion.	Project management team. Advisor	Aug. – Sept. 06
iv. Conduct trade exhibition for handicraft products.	No. of exhibition participants.	Reports. Exhibition venue.	Record review. Group discussion. Beneficiary assessment.	Project management team. Advisor. Exhibition participants	Nov. 06

5.1.1 Actual Implementation of Monitoring

The Project Implementation Team had been holding weekly meetings to discuss the “updates” on implementation of the planned tasks and prepared monthly and quarterly reports that were submitted to the Project Management Team. The following were the monitoring tools that were used by the Project Management Team while monitoring the project progress:

Record Review:

The Project Management Team reviewed the monthly progress reports submitted by the Project Coordinator, records of Minutes and Resolutions passed by Project Management Team as prepared by the Secretary. The progress reports included project implementation and financial. In monitoring the project implementation the Project Management Team reviewed the actual implementation of the planned activities and appraised the relationship between inputs and outputs at various stages of implementation to ensure that the resources such as financial were effectively used.

Observation:

Observation method was used for the purpose of obtaining direct information from the respective individuals during the course of conducting the project activities. Also it enabled the researcher to understand the strength and weakness of the activities (such as training and exhibition) that were conducted.

The Project technical advisor attended the workshop venue to assess how actively all the respective members participated at the activities – e.g. regular attendance, participation of members at the training sessions and their perception on the course offered. Field visits were also conducted at the exhibition venue.

Group discussion:

The team visited the workshop venue and held unstructured interview and discussion with the workshop participants to appraise the achievement of the workshop whether the participants' expectations were met.

The monitoring questions were:

- What activities have been accomplished within the planned timeframe?
- Have the donors disbursed the funds in time?
- Have the funds been received as per approved budget?
- Is the expenditure in line with the budget?
- Has the sales outlet been acquired?
- Has the training been conducted
- When was it conducted?
- How many participants attended the course?
- Was the exhibition conducted?
- When was it conducted?
- How many women confirmed and participated at the exhibition?

5.1.2 Monitoring results:

The Project Management Team did monitoring of project activities on monthly basis. During the monitoring process it was found that some of the activities were not accomplished within the planned timeframe and were rescheduled.

Through record review it was noticed that about 80% of all the planned activities were timely completed. Funds were received as per approved budget though not within the planned period. Fifteen women (75%) received training on basic knowledge on production of good quality products and 50 women (100%) participated at the exhibition.

Two activities – Conduct the training workshop and conduct of exhibition were not accomplished in time due to late funds disbursement by the sponsors. The Project Management Team rescheduled these activities and were accomplished in December, 06.

During the field visits at the workshop venue it was observed that there was a regular attendance of participants and they actively participated during the sessions. At the exhibition venue all 50 women participated at the exhibition but some of the products displayed were of low quality.

Focus group discussion held with the workshop participants revealed that 87% of the participants liked the course but the period was too short and requested extension

5.2 Evaluation

Project evaluation implies a systematic examination of the project to determine its relevance, effectiveness, impact or benefits to the target group/population. Evaluation of this project was done to assess the achievement of immediate objectives, output and activities. A team comprising of a project advisor, Project Management Team, two CBO members were involved in the mid term and end term evaluation of the project. Evaluation was done through interviews, review of progress reports and observations. The technical advisor the project coordinator formulated an evaluation plan that consisted of both formative and summative evaluation.

Both formative and summative evaluation of this project were done. Formative evaluation was conducted in August 2006 (mid-term) and summative evaluations was conducted in January 07.

5.2.1 Formative Evaluation:

Formative evaluation concentrates on ways of improving a project or a program while it is still ongoing. It helps to match the results with the objectives as planned, and identifies any gaps on the way – hence leading to consideration of corrective measures/actions that are needed. Formative evaluation was conducted seven months after the start of the project to assess the ongoing project activities and provide information that could be used to improve the project performance. During the formative evaluation the important aspects that were assessed by evaluators were:

³³ Project Design for Program Managers – CEDPA Vol. II

(1) how the project plan was being implemented and whether it was operating as intended, and 2) the progress made toward reaching the project goal.

Research Methodology:

At this stage the data collection methods included record review and group discussion. Record review was conducted by reviewing the progress reports for the past six months prepared by the project implementation team and group discussions were held at the evaluation meetings conducted by the whole project team and CBO representatives.

At this stage the project had not generated any direct benefits to the target group so evaluation was mostly directed on the extent of implemented activities and whether they focus to achieve the objectives and goal.

The evaluation team was composed of the following members:

CBO Chairperson

CBO Secretary

4 CBO members

Project Advisor

Project Coordinator

Project Assistant

Accountant

Evaluation questions were as follows:

- To what extent does the project implementation plan being followed as documented in the work plan?
- Are the resources being appropriately directed to fulfill the goals of the project?
- Have the supporters and sponsors been contacted?
- Have the funds been disbursed by the sponsors?
- Are there any constraints towards the achievement of the objectives?

These were the guiding questions during the discussion and the responses were descriptive and were generalized

The evaluation results were summarized as follows:

- 8 members agreed that the project implementation plan was being followed.
- All the members agreed that the resources (human and financial) were directed towards the accomplishment of the objectives and goal. Note: At this point the resources that were available were personnel, stationery, transport and communication facilities that were supplied by the CBO as support in kind.
- The sponsors were contacted and indicated positive response and pledged to fund the project activities though the funds had not been disbursed in time.
- The project faced financial constraints that hindered timely execution of other activities due to delay of fund disbursement by the sponsors.

Discussion on the formative evaluation

From the above results it can be concluded that the project is on track and activities were timely done, however, late disbursement of funds from the sponsors had forced to reschedule some of the forthcoming activities such as training and exhibition.

5.2.2 Summative Evaluation:

Summative evaluation was conducted after the project had been completed – thus judging its overall effectiveness and relevance. Summative evaluation measures the success of the completed project.

As part of a summative evaluation, the questions address how well the program achieved its goal. The focus was on outcomes, i.e., the benefits that result from program participation. In this case, for example, the number of trained women who have been capacitated in production of good quality products is an output. However, due to the short period between completion of project activities (December, 06) and summative evaluation (January 07), long term impact of the project could not be assessed.

Table 10: Evaluation plan

Objectives	Activities	Indicators	Data Source	Methods/ Tools	Person responsible	Time frame
To establish sales outlet for 15 women UWAZI handicraft	Assess the achievement of the objective. Assess the impact of	Physical existence of the outlet. No. of women using the facility.	Documents, Physical location of the outlet.	Field Visits. Records review Group	Project team, beneficiaries.	Jan. 07

products by November 2006	sales outlet			discussion, Beneficiary assessment, Interview.		
To train 20 UWAZI women handicraft producers in products marketing by November 2006	Assess the achievement of the objective. Assess the impact of training conducted.	No. of women trained. Enhanced awareness on products qualities. Improved quality of the products.	Workshop reports. Shops, sales outlet	Record review. Field visits. Group discussion. Interview	Project team, Beneficiaries Sponsors.	Jan. 07
To organize trade handicraft exhibition for 50 UWAZI women handicraft producers in October 2006	Assess the achievement of the objective	No. of women participants. Increase in sales.	Exhibition reports. Exhibition participants	Record review. Interview. Field visits.	Project team, Beneficiaries Sponsors.	Jan. 07

The following were some of the guiding questions for the consideration during the evaluation.

1. Was the sales outlet acquired?
2. How many women use this facility?
3. Has it fulfilled the objective?
4. How many women attended the training?

5. Has the course changed the women's attitude?
6. How many women participated at the exhibition?
7. Was the exhibition successful?

Study Design

The study used observational descriptive design so as to get as much information for the evaluation purposes. The summative evaluation focused on CED outcomes that derive directly from the project. This includes process objective such as trainings, increase in economic empowerment.

Methods/Approaches for Data Collection:

The Rapid Appraisal Methods were employed whereby the direct observation, focus group discussion and record review mechanisms were used. The choice of these approaches had considered the low cost and the time (duration) for data collection, accessibility of the focus groups and the number of sites to be visited. The project sites (Exhibition venue, Workshop venue and Sales outlet) were close to the project office hence required low transport cost, focus group discussion could be viable as the members could be easily available. The Participatory Methods were also employed whereas the Beneficiary Assessment and Participatory evaluation approaches were used. These methods were considered as appropriate since they provided active involvement in decision-making for those with a stake in the project and generated a sense of ownership.

As indicated in the plan that apart from record review, observation was among the methods that were applied during evaluation. The project team visited the acquired sales outlet to evaluate the effectiveness of the place e.g. number of women using the space, size and location of the place. Discussion was held with ten women who used the facility.

The Project team made site visits to the training venue as part of the data collection process for evaluation to assess whether the training had focused the objective, whether the participants had benefited from this training and if the training had changed their attitudes towards their production strategies. Group discussion was also held between the project management team, 15 workshop participants and the facilitators. The facilitator's report was used for record review.

Survey Results:

Objective 1: To establish a sales outlet for fifteen women handicraft products by November 2006:

All the women agreed that sales outlet enables them to display and sell their products. The business location was proper but the space was not sufficient to display a large quantity of their products. The project report that was prepared by the project implementation team indicated that although the apartment was acquired it could benefit only a few producers who could be accommodated at the apartment. More space is needed to accommodate the remaining women who could not utilize this facility.

Objective 2: To train 20 women handicraft producers by November 2006

Through evaluation it was found that 15 women were trained instead of 20 women indicated in the plan. All the participants agreed that the course was useful and had gained knowledge and awareness on the importance of good quality of their products. However, the duration of the workshop was too short (five days) for such kind of training.

To organize trade handicraft exhibition for 50 UWAZI women handicraft producers by October 2006.

Exhibition was conducted and the 50 participants participated as planned. Due to late disbursement of funds by the donors, there was not sufficient publicity and the general public was not much aware of the exhibition so the number of audience was small.

Discussion on the summative evaluation

From the above results it can be concluded that the project was viable though some shortfalls were observed and which resulted to partial achievement of the stated objectives. Further development initiatives are needed to assist women in this sector further achievement. The success and shortfalls of this project should be viewed as challenges towards further development strategies. During the workshop evaluation meeting with the sponsors they (the sponsors) were impressed by the outcome from the trainee's feedback, noted the shortfalls such as short workshop duration and indicated possibility of supporting further training.

5.3 Sustainability

“Project sustainability refers to the capacity of a project to continue functioning, supported by its own resources (human, material and financial), even when external sources of funding have ended”³⁴. There are various basics that are essential for the project sustainability. Among the basics of the project sustainability are gaining support of the stakeholders such as community, government, sponsors, other NGOs etc. (who in various ways contribute towards the achievement of the goals), collaboration with other organizations, funding sources, staff competency etc. The fundamentals of sustainability may be grouped into three categories – i.e. Political sustainability, financial sustainability and institutional sustainability.

Sustainability of this project has been considered on the basis of these three main elements.

5.3.1 Political Sustainability:

Political sustainability depends on several elements such as support, participation and recognition of the project by various stakeholders and collaboration with other organizations.

Involvement and participation of the respective community members in all stages of the project - i.e. needs assessments through implementation and evaluation, had enhanced the awareness and a sense of ownership of the project benefits. They have been sensitized and mobilized to provide their contribution for future development on

³⁴ The CEDPA Training Manual Series Vol. II page 90

termination of this project. Recognition of the project by the beneficiaries and their willingness to contribute after the project phasing out is a good indication that ensures sustainability.

Development of policies (such as SMEs and Women Development) that aim to create conducive environment for microenterprises (in which handicraft is inclusive), and women empowerment and development, is an indication that the policymakers have positive perception on the development of the sector and is an assurance of government support.

This organization (UWAZI) and the project are recognized by the government and have been receiving government support in various aspects. The government had provided an office for UWAZI activities and an exhibition venue at the House of Wonders during implementation of this project. The government had frequently linked the organization (UWAZI) with the potential supporters/development agencies that visited the government institutions in this regard.

5.3.2 Financial Sustainability:

Currently the members pay monthly membership subscriptions. This will be strengthened to ensure that members pay their dues in time. On establishment of a permanent convenient sales outlet, the members will be required to pay rental fee as their contribution for maintenance of the centre.

The members will also be sensitized to establish a SACCOS (Saving and Credit Cooperative Society) that will enable them to acquire loans and credits so as to increase the capital base for their businesses.

5.3.3 Institutional sustainability:

Institutional sustainability is normally achieved when prevailing structures and processes have the capacity to continue to perform their functions over the term. The current structure and system need to be reviewed and reinforced to ensure that the proper system is in place and the organisation's operations are in line with its vision and mission.

5.3.4 Future Plan:

The organization should take advantage of the newly established Small and Medium Enterprises Policy, which focus to improve the microenterprise sector. Dissemination of information (including reports) on the organisation's operations to the government institutions and other stakeholders will be enhanced so as to keep them abreast with the organisation's activities.

Different government institutions (such as the Department of Arts, Department of Women Development, and Department of Industries) have recognized the importance of establishing the permanent sales outlet for these products, so the organization in liason with these institutions will convince the government to allocate a piece of land where the center will be established.

Networking and collaboration with other organizations is also a strategy that ensures the sustainability. The organization has established collaboration with other organizations such as Women Narrations in the Old Stone Town (Zanzibar). The future plan is to extend the collaboration with other organizations such as Association of Women Entrepreneurs of Zanzibar (AWEZA), and Chole Women Development Association (CWDA – in Mafia). The intention is to create close relationship and learn from each other’s experience through exchange visits and ideas.

Enhance the good relationship with the existing partners and funding agencies, and explore the new potential sources of funding for future support (financial and in-kind).

The organization will conduct workshop to review the vision and mission of the organization and assess the organisation’s strengths, weaknesses, opportunities and threats with the intention of strengthening the institutional capacity.

Table 11: Sustainability Plan

Component	Action	Output	Indicators
Institutional strengthening – including strategic focus.	Conduct retreat for management and members to review the vision and mission	Workshop conducted and vision and mission reviewed	New Mission and Vision in place.

Strengthen relationship with the existing stakeholders and partners.	Solicit ideas from development agencies, other NGOs, development practitioners,	New suggestions and recommendations received.	Records of feedback from the respective stakeholders and partners.
Initiate relationship with new potential stakeholders and network with new partners.	Communicate with the new potential stakeholders and partners.	Positive response from new stakeholders and partners.	Records of feedback from the respective stakeholders and partners.
Initiate members' saving and credit scheme.	Mobilise members to join and contribute towards the scheme so as to enhance their capital base.	No. of seminars and sensitization meetings conducted.	List of tentative members of the scheme.
Establishment of a permanent sales outlet	- Apply for land acquisition from the government. - Construct a permanent sales outlet building.	Official application letter. Physical existence of the building.	Official title deeds for land ownership. Handicraft products displayed.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

Handicraft production is a characteristic of domestic technology that constitutes an important economic activity despite its small contribution to the economy. This sector serves as part of self-employment activities and helps to generate income for the respective women – hence improving their economic well-being. Based on the findings, it is evident that women handicraft production is an important phenomenon not only to the producers, but also to the economy and country at large. Its importance is based on the the role it plays in terms of economic, cultural heritage and the country's image abroad through the products purchased by the tourists. However, the constraints/challenges that had been identified are some of the factors that contribute to drawbacks towards the development of the sector. The constraints/challenges that the Zanzibar women handicraft producers encounter are also experienced in other regions/developing countries. The lesson learned from other countries' experience should be applied whenever appropriate. The respective women groups have been mobilised to participate and provide their contribution for any future development initiative.

6.2 Challenges:

Due to the time limitation for this assignment, this project could not solve the problem

on long-term basis. The sales outlet apartment that had been acquired could accommodate only a few producers. Leasing of apartment could not be a viable solution as the landlords charge exorbitant rental charges for the space and these women cannot afford to pay. As for a long-term measure they need to have a permanent place whereby the government intervention would be required for allocation of a piece of land to the organization (UWAZI) and the development organizations/partners should provide funds for construction of the sheds while the beneficiaries should contribute towards the maintenance and sustainability of the place.

Lack of comprehensive and recent data for this particular sector in the region of study was also a challenge. Most of the data that was available was in aggregate with other manufacturing sectors/microenterprises and were for studies that were conducted in the past ten years. The source of data that contained much information about the handicraft sector in the region of study was the “Informal Sector Survey 1990”, thereafter there was no other study conducted. The problem of lack of data was also observed in the individuals/groups of the respective producers where most of them lack proper records of income and expenditure that would enable assessment of their earnings. During the survey most of them provided verbal information on their earnings and these were not reliable. The written data that was available was also limited and could not be used to make correct analysis which could lead to proper decision-making.

6.3 Recommendations

Development is a continuous process and not an end. Implementation of this project did not fully solve the problem that these women face. More development projects should be initiated to support/reinforce the achievements that have been gained.

It is essential that different groups/stakeholders such as the government, development practitioners, development organizations, other civil societies, tourist boards and operators should contribute towards the development of the sector. The government should take more initiatives to promote the women handicraft development and incorporate in the government policy whereby the identified problems would be addressed. The government should also link the prospective supporters with the producers through their organization (UWAZI) for any contribution for development of the sector. Also, as tourists are regarded as the potential customers for the products, the government should consider allocating a suitable space/plot where the producers (with support of different partners and stakeholders) would establish a permanent sale outlet where they would display their products and the customers would easily get access to the place and products.

Tour operators and Tourist Commission should promote the products abroad through advertisement of the domestic products as part of the country's tourist attraction. Tanzania missions/tourist board abroad should arrange "mini training packages" on basic Swahili language to orient tourists with the language to enable smooth communication with the natives during their visit in the country.

Other Civil Societies/NGOs and development practitioner should also support the producers on skill development and capacity building in various aspects such as production of quality products, marketing, and business management and communication skills. The training that was conducted was the basic level for product development strategy that targeted at good quality products that could be easily sold at the market. Further training is required for a higher level and should also involve more women.

Due to development of new technologies and globalisation, these women should also be trained to use computer facility so that in the long run they would be able to market their products through international mass media such as internet. They should also be provided with resources (place and equipment) where they would get access to this facility.

The organization exists (and is expected to sustain) as an entity, hence, it is essential that the management team should also be provided with training on business administration skills, which will enable them to manage the organization effectively through maintenance of proper records of the CBO activities.

The appropriate government body should make a comprehensive study and data collection at the district and national level, so as to produce and maintain the reliable data that would be used in future studies and lead to proper decision-making.

Exhibition also serves as a sales outlet strategy that enables producers and customers to meet and establish business contacts, though it takes place only for a few days. It serves as a supplement to the permanent sales outlet if it is well organized. It is also a good chance for them to experience a competitive environment where different suppliers meet at time. The producers should be mobilised and capacitated to produce marketable products and participate in the local and international exhibitions and trade fairs. The supporters should subsidise part of the participation costs so as to enable them to participate in the exhibitions.

Reference:

Budget Speech of the Ministry of Women, Employment, Children development and Youth (2005/2006) - Zanzibar.

Burkey S. **People First: A guide to self-reliant participatory rural development.** Chapters 1 & 2. Zed Books, London.

Gajanayake S., Gajanayake J. (1993) **Community Empowerment : A Participatory Training Manual on Community Project Development.** PACT Publications, 777 United Nations Plaza, New York, NY 10017.

Housing and Population Census - 2002.

<http://www.tanzania.go.tz/census/>

Human Rights Watch World Report 2001 - Women's Human Rights

<http://www.hrw.org/wr2k1/women/women7.html>

India 8th year plan Vol. ii

<http://planningcommission.nic.in/plans/planrel/fiveyr/8th/vol2/8v2ch6.htm>

Kayanula D, Paartey P. **Financial and development Research Programme –The Policy Environment for Promoting Small and Medium-sized Enterprises in Ghana and Malawi.** Institute for Development Policy and Management, University of Manchester, 2000.

Ministry of Finance and Economic Affairs: **Zanzibar Poverty Reduction Plan January, 2002**

Ministry of Textiles India –**Annual Report 2000- 01 SC/ST and Women Welfare in Textiles.**

<http://apparel.indiamart.com/annual-report/sc-st-women-welfare.html>

Stone R. U., Chauhan S. S., Lissit S. **Project Design for Program Managers – CEDPA Training Manual Series Vol. II 1994.** The Centre for Development and Population Activities, Washington, D.C. 20036, U.S.A.

Simel E. **Business Development Services for Women’s Business Growth**
International Center for Research on Women, Washington.

<http://www.cefe.net/forum/Seehowtheygrow.pdf>

Small-scale textile production using natural dyes – UBINIG Project (Bangladesh)
<http://tcdc.undp.org/experiences/vol3/Textile.pdf>

Small and Medium Enterprise Development Policy 2002 (Tanzania)

The Small Scale Producers of Zanzibar Newsletter No. 1 of August 2002.

The three years Strategic Plan of the Small Scale Producers of Zanzibar, February 2003

University of Dar es Salaam Entrepreneurship Centre (UDEC), October 2002
Preliminary Report on Women Entrepreneurs in Tanzania.

USAID Tanzania Success Stories: **Balancing Culture and Conservation in Tanzania**

http://tanzania.usaid.gov/article.php?id=0039_EN

Zanzibar Revolutionary Government **The Informal Sector Survey 1990.**
Department of Statistics and Department of Labour with Assistance from UNDP/ILO
Project URT 85/011.

Zanzibar Small and Medium Enterprise Development Policy 2004