

**ANNEX E CAPACITY BUILDING  
FOR COMMUNITY**

## ANNEX E CPACITY BUILDING FOR COMMUNITY

### Table of Contents

	<i>Page</i>
E.1 Principles.....	E - 1
1.1 Outline .....	E - 1
1.2 Purpose and Output.....	E - 1
1.3 Community Project Management Unit (CPMU) .....	E - 4
E.2 Training for Group Leader .....	E - 6
2.1 Intensive Training .....	E - 6
2.2 Treasure's OJT.....	E - 9
2.3 Group Leader Meeting.....	E - 9
E.3 Farmers' Training.....	E - 11
3.1 Farmers' Training in 2001 .....	E - 11
3.2 Farmers' Training in 2002 .....	E - 13
3.3 Farmers' Inspection .....	E - 14
E.4 Group Formation – Multi-purpose Shed -.....	E - 15
4.1 Organising Shed Management Group.....	E - 15
4.2 Construction by the Villagers .....	E - 15
4.3 Shed Management Group Activities.....	E - 16
E.5 Group Formation – Milling Machine -.....	E - 19
5.1 Organising Milling Machine Group.....	E - 19
5.2 Construction by the Villagers .....	E - 19
5.3 Milling Machine Group Activities.....	E - 20
ATTACHMENT 1      Constitution .....	E - 22
ATTACHMENT 2      Timetable for the Education Study Tour .....	E - 25
ATTACHMENT 3      Example of Group Report on Farmers' Training at Arusha.....	E - 27
ATTACHMENT 4      Participation as Related to Gender .....	E - 29
ATTACHMENT 5      Examples of Group Regulation .....	E - 33
ATTACHMENT 6      Details of Construction.....	E - 35
ATTACHMENT 7      Community Becomes Interested in Group Management.....	E - 40
ATTACHMENT 8      Farmers Promote Group Activities by Using Facilities.....	E - 42

\* \* \*

## **ANNEX E      CAPACITY BUILDING FOR COMMUNITY**

### **E.1      Principles**

#### **1.1      Outline**

This micro-project targets farmers' groups and aims at strengthening farmers' capacity to promote a project on their own. Capacity building for community, which is derived from the Capacity Building Programme in the M/P, holds an essential part in promoting participatory development in this Verification Study. Therefore, it is very important to know the results from it prior to the implementation of the M/P. Through this component, farmers are empowered using different tools, and the effects of these tools on their effective participation in community development are verified.

Capacity building for community includes four components, which are Training for group leader, Farmers' training, Multi-purpose shed and Milling machine.

#### **1.2      Purpose and Output**

##### **(1)      Purpose**

The purpose of this micro-project is to verify that farmers find group activities and training programme meaningful for their further involvement in the participatory development project. Unless farmers recognise the effectiveness of the micro-project, it cannot be sustainable. In this regard, achieving the purpose is important since having a great impact on long-term community development.

##### **「Training for group leader」**

A successful group activity requires strong leadership, transparent management and good communication between and among groups. At the beginning stage of a group activity, farmers selected as group leaders show limited knowledge. Therefore, training courses are needed for them to obtain knowledge and management skill of group activity, and also to be more conscious of responsibility for their group. In training courses, they are stimulated to exchange ideas and experience with other group leaders in the same training course so as to enable them to become more competent in solving problems arising throughout the project.

The training courses can be divided into two phases, 1) lecture and OJT in management and 2) meeting sessions where the leaders discuss each other of their groups' successes and problems.

##### **「Farmers' training」**

As related to farmers training and education, farmers are taken to visit more advanced horticultural regions to stimulate them with advanced techniques of production, conservation and marketing and provide them with the opportunity to discuss with each other on their problems in horticulture. They are expected to receive incentive through interchange of knowledge and techniques with other farmers in the progressed area of horticulture. As a result, the trained farmers will have an eye on better

farming and will be favourably inclined to improve horticultural production.

In addition, on-farm training curriculum is developed along with a horticulture manual and a daily record book for extension to strengthen on-farm activities.

**「Group formation」 - *Multi-purpose shed* -**

Multi-purpose shed is of great demand in order to create, develop and sustain group activities. The owner of this facility is the community concerned, that is a village or a sub-village.

A multipurpose shed is constructed to provide 1) the place of meeting, 2) the market place, including collecting and forwarding of produce and sometimes 3) the place for other community activities. The villagers concerned expressed themselves these ideas.

Whichever its usage may be, it would not adversely affect the project purpose, as far as it is used under the supervision of the shed management group formed in the workshop. The project will not limit the usage. It is important for farmers to observe the rules that are set forth, in order to achieve the purpose of creating community awareness and enhancing their own capacity. They may later propose more ways of using the shed, and it can be accepted if it comes with the villagers' consensus, since they are the ones who control how to use it and how to manage its operation and maintenance.

The multipurpose shed is planned for three villages, Viziwaziwa, Vigama and Ruvu Darajani.

**「Group formation」 - *Milling machine* -**

The Mill-management group that is formed is required to reimburse the full cost of the machine. The money reimbursed is managed by CPMU, which is in charge of deciding to whom and for what the money will be re-invested. That is, the community represented by CPMU secures decision-making on its own property. Therefore self-reliance of the community becomes more viable.

The owner of this facility is CPMU, but the management group can own it after reimbursing the debt.

There are two main features of the milling machine project. They are:

1) Labour hardship mitigation

Milling machine is also of great interest to community as a whole. This micro project will mitigate village women's hardship of milling. Their time is devoted not only to milling but also to farming, fetching water, keeping house and raising children. But milling is the most time consuming work. It is because that they have to go to another village to get milling services, which takes them many hours. When they have cash in their hand, they usually walk for the service. When they don't, milling is done by hand at home, spending several hours. Whichever the case may be, the work

would be time consuming. If they make use of the service at their village, they are able to save time considerably. The time saved could be used for other works, such as fetching water, watering their fields and something more productive. That would contribute not only to individual's life but also to community development.

## 2) Promotion of group activities

This micro project also contributes to providing the mill management group with some knowledge of running small business and promoting solidarity among group members. There are many activities in dealing with such machine business. They, group members, have to collaborate with one another to manage them. Through this, villagers learn that collaboration with others would be helpful to them to a great extent. The group of selected members with villagers' consensus owns this machine. Therefore, many villagers are interested in and concerned with management of the machine. If the mill management group could show a successful management and make a profit from it, villagers would become more eager to start similar group activities for themselves. Villagers can see the group as a good example of running small business and learn from the mill management group why it is successful.

Milling machines are planned for two villages and one sub-village, namely Viziwaziwa, Mwanabwito and Vigama.

## (2) Output

The outputs expected from this micro project are the following three.

### **(Training for group leader)**

「Output 1: Community obtains know-how of group management.」

Knowledge obtained by group leaders through the training is reinforced at the meeting sessions. It should be shared with others in the community. Sharing such knowledge among the community is necessary for imparting the knowledge to newly born groups. If only the individuals attending the training course hold the knowledge, sustainability of this component cannot materialise.

### **(Farmers' training)**

「Output 2: Trained farmers become more interested in horticulture production.」

Farmers are taken to advanced horticultural area to facilitate the interchange of ideas between them and more advanced farmers and stimulate their predisposition to better production techniques of horticultural crops. It is also expected that those who benefited from the trip would widely spread their experience to others in their villages, promoting more incentive for better horticultural production.

### **(Group formation)**

「Output 3: Farmers promote group activities by using community facilities, multi-purpose shed and milling machine.」

In accomplishing the construction of the facilities, farmers recognise that the community facility is a kind of symbol for community development and understand advantage of group activities. As a consequence of that, it is expected that new groups are established and existing groups' activities are more promoted.

### **1.3 Community Project Management Unit (CPMU)**

In order to coordinate several micro projects at a village, an organising body at village level that consists of a leader from each micro project group need to be formed. In this project, it is named CPMU, Community Project Management Unit.

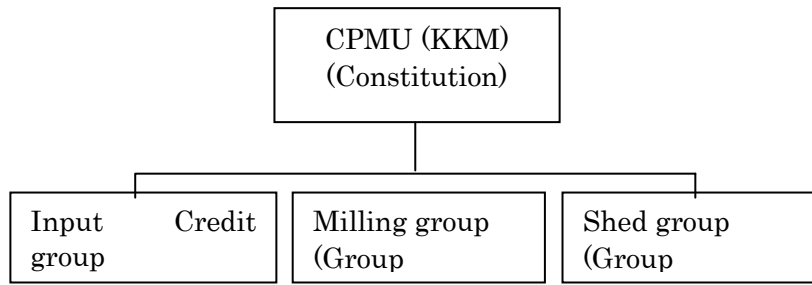
At the target villages, CPMU is called KKM, Kamati ya Kuendisha Miradi which means Committee for Project Management. Members of Viziwaziwa and workshop facilitators from outside coined this name in August 2001, in order to make it more familiar to the villagers. The other villages also agreed.

#### **Function of CPMU**

CPMU is supposed to have a function of 1) coordinating groups on different components and of 2) monitoring activities of each component in a village. But now it is expected to perform additional functions such as 3) setting a meeting for all the components, 4) supervising money flow from each micro project to CPMU or their bank account, 5) lending revolving money after the first loan was reimbursed, and so forth. Note taking in a meeting is also CPMU's duty.

#### **Constitution Making**

CPMU has been taking an important role in organising all the micro projects at a village. To control those projects smoothly, it should have a constitution which all members related to this project observe. The figure below is an example of organisation chart. Each village concerned has this kind of organisation structure for this project. As an umbrella group, it is necessary for CPMU to have a constitution in order to govern other group. The first document needed for group management is a constitution.



\*\*\*CPMU constitution governs works for the village and general meetings whose attendants are from all the components related to this project at a village, but each group's regulation is just applied to its group's meetings and works.

CPMUs have formulated its constitution in all villages. Viziwaziwa already applied their constitution for official registration to Ministry of Home affairs as a self-help group, and got a certificate of registration. Due to that, the CPMU of Viziwaziwa now has a bank account for the group under which each micro project group can have sub-accounts. The English version example of the constitution is attached hereinafter in Attachment 1 "Constitution".



## E.2 Training for Group Leader

### 2.1 Intensive Training

Training for group leader was conducted for three days from 10<sup>th</sup> to 12<sup>th</sup> October 2001. The Venue was Njuweni hotel as scheduled. The training is summarised into the following table.

Date	Content	Participants		Time
		Expected No.	Actual No.	
10 Nov.	Community Development Skill *	Group leaders	44	8:00 – 15:30
		Village extension staffs	10	
11 Nov.	Accountant Skill ** (Payment Voucher, Receipt Voucher, Cash sale, Cash book)	Group Treasurers	34	8:00 – 15:30
		Village extension staffs	10	
12 Nov.	Accountant Skill (Short Exam)	Group Treasurers	34	8:00 – 14:30
		Village extension staffs	10	

#### (1) Number of Participants

The numbers of participants were 42 on the first day, 33 and 32 on the second, third days.

#### (2) Contents of the Training

There were some differences between contents scheduled and the ones actually delivered. But those differences did not create any negative impact on the activities targeted for the project, since important components such as the ones mentioned below were included.

- Tasks of the group leaders in the project management
- Tasks of the secretaries and treasurers
- Project operation and management
- Public relations
- Purpose of a group discussion
- Basic knowledge in bookkeeping

#### (3) Extension Officers' Participation

Throughout the training period, village extension officers showed a close involvement with their villagers, coming with them to the training venue from their respective villages, securing accommodations adjacent to the venue and advising them whenever necessary during the sessions. The contents of the sessions were set to be relatively easy, considering farmers' level of understanding. A test in basic accounting skills was given in the third day. The results show that the extension officers scored more than 80%, while farmers scored around 60% on average. The extension officers are expected to provide technical support to their farmers.

(4) Self-evaluation on the Sessions

The training conducted on 10<sup>th</sup> to 12<sup>th</sup> Oct 2001. was the first session in this project. Comments by both trainers and trainees are valuable for making the coming session more useful for the trainees. The table below shows the comments of both favourable one and unfavourable.

	<b>Community Development</b>	<b>Accountant Skill</b>
Trainers' view on the session	<p>(Favourable)</p> <ul style="list-style-type: none"> <li>- Farmers seem to understand what leaders have to do in the project and group management, since the lecture was covering the topic slowly.</li> </ul> <p>(Unfavourable)</p> <ul style="list-style-type: none"> <li>- Time was so limited.</li> </ul>	<p>(Favourable)</p> <ul style="list-style-type: none"> <li>- Trainees' attitude was so positive to learn and digest what they have got in the class.</li> </ul> <p>(Unfavourable)</p> <ul style="list-style-type: none"> <li>- There are too many students to deal with at once. It should've been divided into two or three classes, since there was some difference of knowledge between trainees attending.</li> </ul>
Trainees' view on the session	<p>(Favourable)</p> <ul style="list-style-type: none"> <li>- Useful lecture was given. Those can be used soon after going back to the village.</li> <li>- Information about other villages' project could be obtained, which was very intriguing.</li> </ul> <p>(Unfavourable)</p> <ul style="list-style-type: none"> <li>- Volume was too much.</li> <li>- Time was short.</li> </ul>	<p>(Favourable)</p> <ul style="list-style-type: none"> <li>- Contents given were appropriate, which must be needed for operation of their project</li> </ul> <p>(Unfavourable)</p> <ul style="list-style-type: none"> <li>- Time was so limited. At least 7 days are needed.</li> <li>- Calculator should've been prepared for the session.</li> <li>- Sessions following up this training should be offered.</li> <li>- Accounting experts are requested to visit their village frequently.</li> </ul>

(5) Result of the Quiz

The quizzes were prepared for measuring trainee' knowledge after the training. These are only for basic accounting skills, not for management skills in general.

The result of the accounting quiz (out of 100) is as follows.

**Group Leaders' Training**

**Result of the quiz (12/10/2001)**

<b>Viziwaziwa</b>					
K	Omari Idrissa Damka	65	VEO	Charles Francis	76
KA	Sultan Mohamed	66			
S	Mohamed Kazumari	84			
M	Hassani Omari Hassani	68			
1	/	/			
2	Saidi Mohamed	/		<b>Kwa Mfipa &amp; Mwandapole</b>	
3	Abasi Kondo	63	VEO	Limota	58
4	Hemedi Hasani Omari	56	VEO	Barua	86
5	Rashidi Omari Mpangwa	50	VEO	Mwaruka	94
<b>Mwanabwito</b>					
K	Amri Kibwana	30	VEO	Niitu	92
M	Rehema Kibwana	54			
P	Jalala Simba	84			
1	Ashura Shomari	38			
2	Shabani Mohamedi	56			
3	Ramadhani Halfani	48			
4	Mfaume Korobe	70			
5	Mohamedi Rashidi Mgumba	64			
<b>Vigama</b>					
K	Selestino Ndenzako	69	VEO	Mwanunge	61
S	Koba Kahanja	52	WEO	Rashidi	70
M	Sharifa Rashidi	43			
<b>Ruvu Darajani</b>					
K	Leonad Ciril	98	VEO	Maramsha	/
S			VEO	Patrick	/
P	Hashimu Saguti	91			
1	Joyce Ngaleni	86			
2	Hamisi Urenbo	94			
3	Mussa ivo Gama	80			
4	Paul Chundua	86			
5	Tama Ramadhani	26			
<b>Mkuranga</b>					
Tu	Ally Mfaume Kombo	80	VEO	Anna Mlay	87
Ji	Omari Selemani	56			
Mg	Salum Mbuzi	42			
<b>Mwanambaya</b>					
Mw	Hamisi Rashidi	50	WEO	Remmy Monyo	67
	Amana Ndomboloke	65			
	/	/			

K: KKM treasurer, S: Shed treasurer, P: Pump treasurer, M: Mill treasurer

1-5: Treasurers from each group of Input/Pump

For Mkuranga and Mwanambaya, the letters denote the initials of each group name.

The quiz is to ask trainees to work out cashbook from daily money flows for a specific month. Relatively complicated examples were used for the quiz. That was a kind of role-play quiz. Trainees had to issue (1) Cash sale, following the contents of the quiz, then, combine the cash sales into (2) receipt voucher. While having a sale, expense also occurs. It should be written in (3) Payment voucher. At last (4) Cashbook is used for combining (2) and (3). All the procedures needed to be taken for completing the cashbook. The quiz took the trainees about one and half hours. The score was marked by the lecturer by checking all the four record mentioned above, especially Cashbook.

## 2.2 Treasurer's OJT

There is a chairperson, a secretary and a treasurer on each group and CPMU. Since a treasurer is one of the most important positions regarding money transaction in the group, adequate person is appointed for each group at each village. However their ability is not yet enough to manage all the work that they are supposed to do. An intensive training about simple accounting was conducted once in August 2001. They acquired some knowledge and started recording their own cashbook after the training session. But they need to be trained continuously until reaching a certain stage where they are confident of doing it without any assistance. An OJT has started since February 2002, only at the villages involving money transaction between the groups, namely Viziwaziwa, Mwanabwito and Vigama. The sessions conducted is shown in the table below.

**Date of the OJT for accounting and Number of its participants**

		Village			
		Viziwaziwa	Mwanabwito	Vigama	Ruvu Darajani
<b>Date (Number of participants)</b>	<b>February</b>	14 <sup>th</sup> (25)	4 <sup>th</sup> (20)	16 <sup>th</sup> (23)	
	<b>March</b>	12 <sup>th</sup> (15)		26 <sup>th</sup> (33)	14 <sup>th</sup> (19)
					20 <sup>th</sup> (11)
	<b>April</b>	9 <sup>th</sup> canceled	18 <sup>th</sup> (07)	15 <sup>th</sup> canceled	18 <sup>th</sup> (18)
		16 <sup>th</sup> (15)			
		23 <sup>rd</sup> (12)			
	<b>May</b>	14 <sup>th</sup> (19)		13 <sup>th</sup> canceled	15 <sup>th</sup> canceled
				27 <sup>th</sup> (28)	30 <sup>th</sup> (16)
	<b>June</b>				12 <sup>th</sup> ( )

The lecturer is the same person who was responsible for the last training session of accounting, DCO, District Cooperative Officer, Kibaha. All treasurers have attended the session, except treasurer of milling machine at Mwanabwito. And others who are interested attended and practised accounting works. All treasurers seem to understand their work required for business to some extent. But follow up by district staffs is needed even after members start milling business. It is now planning that District Cooperative Officer visit each village and check cash flow of each group twice a month. However, it was not realised.

This OJT was the first event done in the Multi-purpose shed they constructed.

## 2.3 Group Leader Meeting

### (1) First Meeting

This first Group Leader Meeting was to be held during January but has been delayed due to the construction works in progress in several villages. It was carried out on the 18<sup>th</sup> of Feb. 2002 as follows.

## Participants

Villages	Leader CPMU	Village Extension Officers	District Staff
Viziwaziwa	1	1	Kibaha District : DALDO
Mwanabwito	1	1	
Mwendapole	1	1	
Kwa Mfipa	1		
Ruvu Darajani	1	2	Bagamoyo: DEO
Vigama	1	1	Kisarawe:
M'Kuranga	1	2	Mkuranga: DSMS
Mwanabaya	1		Crop Protection
Total	8	8	4

Venue: Njuweni Hotel

Time: From 8:00 to 14:00

Participants; 8 Group Leaders, 8 VAEO, 3 District Staff: 19 Persons

Chairpersons: RAA assisted by DALDO Kibaha

### (2) Second Meeting

The second Group Leader Meeting was held on 26<sup>th</sup> June 2002, 4 months after the first one. The list of participants is shown below. Progress and problems of projects at villages were reported from each CPMU chairpersons. Then, discussion and exchange of opinions were made among CPMU chairpersons together with ward and village extension officers. The meeting was conducted from 9:00 to 14:00. The minute of meeting of the meeting was prepared. This together with the minute of the first meeting will be important material for monitoring the progress of village development and also tracing farmers' attitude towards the project.

### List of Participants for the Leaders' Meeting

District	Village	CPMU Leader	Ward / Village Extension Officers	District Staffs
KIBAHA	<i>Viziwaziwa</i>	1	1	1
	<i>Mwanabwito</i>	1	1	
	<i>Kwa Mfipa</i>	1	1	
	<i>Mwendapole</i>	1	2	
BAGAMOYO	<i>Ruvu Darajani</i>	1	3	—
KISARAWE	<i>Vigama</i>	1	2	1
MKURANGA	<i>Mkuranga</i>	1	1	1
	<i>Mwanambaya</i>	1	1	
	<b>Total</b>	8	12	3

## **E.3 Farmers' Training**

### **3.1 Farmers' Training in 2001**

(1) Farmers visit Advanced Horticultural Area.

Farmers were taken to advanced horticultural area to facilitate the interchange of ideas between them and more advanced farmers and stimulate their predisposition to better production techniques of horticultural crops. It was also expected that those who benefited from the trip would widely spread their experience to others in their villages, promoting more incentive for better horticultural production.

For the year 2001 trip, trainees were selected from among predominantly vegetable growers and involved 50 trainees from Kibaha District in November and 50 trainees from Bagamoyo District in December.

For Kibaha, 5 Village Agricultural Extension Officers (VAEO), 1 District staff, the DSMS Horticulture, accompanied the trainees, which amounted to 56 participants in total. For Bagamoyo, 2 VAEO and the DEO accompanied the 50 trainees. The DSMS horticulture of Kibaha was called to assist in the organisation at MATI Tengeru. He attended the trip with RAA, who joined as an observer.

The above two trips were executed according to the schedules shown in Attachment 2 "Timetable for the Study Tour" attached hereinafter and summarised as follows:

#### **November trip**

Arrival of trainees: Sunday, November 18<sup>th</sup> 2001

Daily trip in and around Arusha Monday, November 19<sup>th</sup> 2001

Back to Kibaha: Tuesday, November 20<sup>th</sup> 2001

Sites visited included the Crop Museum, Nurseries (Fruit, Vegetable and Spice), Bush House and the Production Unit of the Institute where different types of horticultural crops were being raised. Farmers held important discussions on fertilizer application, organic pesticide, market, etc. with four progressed farmers of Nambala Village, who grow indigenous eggplants and special vegetable such as leeks, fennel, broccoli and cauliflower. They also admired one successful farmer of Patandi Village who grow tomato and sweet pepper for hotels in the area using tap water for irrigation. Farm visit was followed by a quick tour at Arusha central market. Evaluation of the trip was carried out at night at the Institute, which was followed by filling out of the questionnaires.

#### **December trip**

Arrival of trainees: Thursday, December 27<sup>th</sup> 2001

Daily trip in and around Arusha Friday, December 28<sup>th</sup> 2001

Back to Bagamoyo: Saturday, December 29<sup>th</sup> 2001

Sites visited included the Seed Centre at MATI Tengeru and the Asian Vegetable Research and Development Centre (AVRDC). Farmers were explained about ideal seed processing, seed quality and marketing, and ideal plant selection for seed production to get desirable cultivars/varieties at the Seed Centre. They were supplied with free Tomato and Amaranthus demonstration seeds at AVRDC, where they learned about simple disease control practices such as firing seedbeds before planting, simple watering systems for irrigation and selection of local and/wild varieties for crossing/or improvements to get desirable varieties. They appreciated the whole experience very much. They also visited progressed farmers in several villages around Arusha and had enriching exchange with them. These exchanges included the cultural practises necessary for tomato and carrot, the most common fertilizers and pesticide used, economical use of the scarce land and marketing issues. They also visited the same successful farmer of Patandi Village, and many of them bought seeds from him, which they said they would try in their fields. Farm visit was followed by a brief tour at Arusha central market. Evaluation of the trip was carried out at night at the Institute, which was followed by filling out of the questionnaires.

The year 2002 farmers' trips are due July, August and September and will involve predominantly fruit growers of Kisarawe, Mkuranga and Rufiji Districts, respectively. Preparations for these trips are due to begin in June. The venue will be SUA Morogoro.

(2) Farmers' Report of the Visit to Advanced Horticultural Area.

During evaluation of a trip, farmers were individually required to fill out a questionnaire translated in Swahili to record their impressions. The Study team will use these questionnaires to improve incoming trips or as monitoring tools. In addition, a group report was required to at least one group per village. These reports were to be presented to all other projects members who did not attend the trip to inform everyone on the results. Such presentations took place in Mwanabwito on the 12<sup>th</sup> Dec. 2001, where construction works were in good progress and farmers could find time to call meetings. The attendants to the November trip presented two groups reports in front of an audience of 44 farmers. Farmers talked about the trip and related their general impressions, answering to questions from their colleagues and teaching things they learned to the ones who did not attend. They said that they would continue the teaching through their group meetings, which they would sanction with minutes of meetings to enable anyone to consult the records.

Similar presentations could not be organised for other villages where farmers were busy with the construction works. However, all villages wrote their assigned reports, which were submitted to the Team. Several copies are shown in Attachment 3 "Example of Group Report on Farmers' Training at Arusha" attached hereinafter as examples.

### 3.2 Farmers' Training in 2002

This is the second training outside the Coast region. This time, the attendants are residents of Kisarawe, Mkuranga and Rufiji district. The former two districts are known as fruit production in the region. Therefore, Morogoro was selected as the destination of this training where advanced fruit planting is practiced. Also there is University of Sokoine in Morogoro at which the trainees could take a lecture and stay nights. This is a three-day training course. The first day is only for travel to Morogoro. On the second day, farmers made a daily trip in and around Morogoro, especially visiting to farmers with advanced cultivation methods. The last day is to visit SCSR project site at the university. The project is run by the university under JICA support. After that visit, farmers spent some time for evaluation of the study tour. Then, on the same day, they are back to their village.

**Number of participants and Schedule of the farmers' training**

	No. of Farmers	No. of Extension Officers	July													
			6	7	8	9	10	11	12	13	14	15	16	17		
Kisarawe	50	2		██████████												
Mkuranga	50	3				██████████										
Rufiji	50	2										██████████				

All activities were done as scheduled. The moderators, a lecturer and a professor, were very much enthusiastic about the training and led it to be attractive to the farmers.



**Visiting to Vegetable Farmer at Morogoro**



**Listening to Farmer at Contour Farming**



**Self-evaluation of the Training**



### 3.3 Farmers' Inspection

Micro projects of Mill, Pump, Demonstration plot, etc. have been carried out in the Verification Study. The Study Team tried many inspection studies of farmers and extension officers between the micro projects. They studied and interchanged opinions and experience. The table below shows some examples of inspection studies.

<b>Date</b>	<b>Participants</b>	<b>Site</b>	<b>Contents</b>
2002/8/21	3 members of demo. Plot in Viziwaziwa & VAEO	Zegereni Farm	• Inspection at Zegereni Farm
		Mwanabwito	• Inspection of demo plot • Interchange of opinion
2002/8/28	3 members of pump at Mwanabwito & VAEO	Zegereni	• Inspection at Zegereni Farm
		Ruvu Darajani	• Inspection of Ruvu Pump Farm • Interchange of opinion
2002/9/2	10 members of Ruvu Darajani pump group & VAEO	Zegereni	• Inspection at Zegereni Farm
2002/9/4	3 members of mill and nursery groups at Vigama & VAEO	Zegereni	• Inspection at Zegereni Farm
		Mwanabwito	• Inspection of mill & demo. plot • Interchange of opinion
2002/9/11	5 members of mill & demo. Plot at Mwanabwito & VAEO	Zegereni	• Inspection at Zegereni Farm
		Viziwaziwa	• Inspection of mill & demo.plot • Interchange of opinion
2003/7/30	7 members of group nursery at Mwanambaya • Mkuranga & VAEO	Vigama	• Inspection of group nursery & soil & water conservation • Interchange of opinion
2003/8/1	7 members of group nursery at Vigama & VAEO	Mkuranga Mwanambaya	• Inspection of group nursery & soil & water conservation • Practice of grafting by the group of Mwanambaya • Interchange of opinion

## **E.4 Group Formation - Multi-purpose Shed -**

### **4.1 Organising Shed Management Group**

This component has a characteristic of common goods. Thus, a shed group cannot expect a large amount of income from their activity. What the group will do would be to maintain the facility for the community as a whole and lend its space to someone for a small charge. Farmers understood that this activity involved volunteer work for the community.

Considering the above, original members of the shed group in each village was formed. But not all the members have remained in the group ever since. Some dropped out and others were added. The members of each village's group were confirmed last August when about five months had passed from its initial formation. Before the confirmation, women's dropout from the group was observed often, because they 1) marry someone outside village, 2) move to a city for seeking a job and 3) become pregnant or sick. Careful observation should be taken especially for women's membership, since the above three reason can happen anytime. (Details concerning gender are described in Attachment 4 "Participation as Related to Gender" attached hereinafter.)

The group members in all villages concerned do not seem to understand very well the importance of preparing a rule or regulation before starting group activities. But in workshops, District staff members and the JICA Study Team have stressed the importance of having a regulation to avoid serious problems that might be caused by a lack of group regulation. The necessary items to be included in a regulation were listed in a standard format and the format was given to villagers by the team. The format of group regulation provided to the groups in November 2001 has been collected. The one finalised by the shed group in Viziwaziwa village is shown in Attachment 5 "Group Regulation" attached hereinafter.

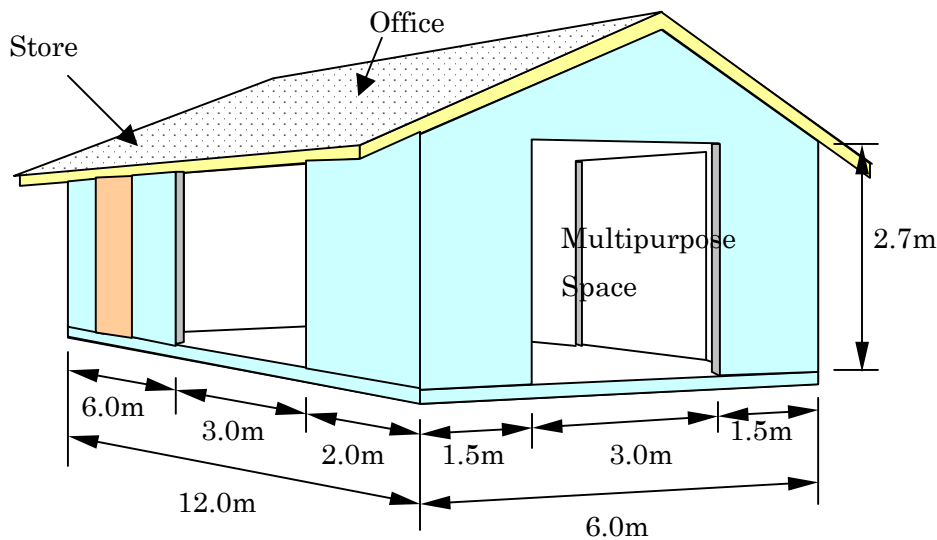
### **4.2 Construction by the Villagers**

The construction of multi-purpose sheds was done with the support of the Team providing some materials and tools, namely, cement, timbers, doors, nails, galvanised iron sheets, paint, needed tools, and so forth. Other materials, such as water and sand were provided by the villagers with their labouring free of charge. The Team also provided with the charge for foremen who supervise the construction work. In some cases, the Team owed transport fare for acquiring sand.

The construction work was started from the end of October 2001 and finished on the middle of February 2002. The area and function of the multipurpose shed is as the table below. The details of the construction are described in Attachment 6 "Details of Construction" attached hereinafter.

### Area and Function of Multi-purpose Shed

	Area for All	Function for Viziwaziwa	Function for Vigama	Function for Ruvu Darajani
Total	12 m x 6 m = 72 m <sup>2</sup>			
Office	4 m x 3 m = 12 m <sup>2</sup>	For storage of daily commodities, remaining construction materials, agricultural input and product	For office works of managements of CPMU, Multipurpose shed, Milling machine, Nursery group	For office works of managements of CPMU, Multipurpose shed, Pump groups
Store Room	4 m x 3 m = 12 m <sup>2</sup>	For office works of managements of CPMU, Input credit, Multipurpose shed, Milling machine, Pump groups	For storage of daily commodities, remaining construction materials, agricultural input and product	For storage of daily commodities, remaining construction materials, agricultural input and product
Multipurpose Space	8 m x 6 m = 48 m <sup>2</sup>	For meeting, special occasions such as wedding, funeral, cerebation, party	For meeting, market place	For meeting, market place



**Layout of Multi-purpose Shed**

#### 4.3 Shed Management Group Activities

This activity was planned in order to increase the number of users of the shed in a village. Actually, there were many plans that they had made before the construction of the shed, such as using the shed as a market, a theatre and a meeting place. But they realised that the plans cannot be implemented as it is. So the shed group at each village has been revising the plans to make them effective.

Under such circumstances, there were several actions that the shed group, in fact, had been contriving how to use it efficiently. The list below shows some of the actions taken by them.

### Actions made by the shed members at each village

	Viziwaziwa	Vigama	Ruvu Darajani
Action 1	<ul style="list-style-type: none"> <li>Lending the office as an accommodation to carpenters working for construction of a new village primary school near the shed</li> </ul>	<ul style="list-style-type: none"> <li>Selling dried fishes and some fruits at the shed</li> </ul>	<ul style="list-style-type: none"> <li>Expanding their market area by building simple sheds around the multi-purpose shed in order to accommodate more vendors into the market</li> </ul>
Action 2	<ul style="list-style-type: none"> <li>Negotiating with officers at Regional and District office for opening a regularly scheduled market at the shed</li> </ul>	<ul style="list-style-type: none"> <li>Serving a tea and snacks under a small and shabby shed next to the multi-purpose shed built for the storage purpose of construction materials during its construction period</li> </ul>	<ul style="list-style-type: none"> <li>Collecting applications from vendors who wish to do business under and around the shed and handling the applications to select vendors trustworthy</li> </ul>
Action 3	<ul style="list-style-type: none"> <li>Lending the meeting place to people concerning other projects, such as Plan International and TASAF</li> </ul>	—	<ul style="list-style-type: none"> <li>Lending the meeting place to people concerning other projects, the village council and the district, with a charge of 50Tsh per meeting.</li> </ul>

The remarkable actions done by the members with CPMU support are described below.

In Viziwaziwa, the chairman has been working in order to set up a monthly market at the shed. He sometimes came to the Regional office and District office to consult officers concerned about this issue. But this idea has not been realised yet.

In Vigama, in March 2002, the shed group tried sometimes to hold a market. They sold some produce brought from their field. But soon after they faced the problem of few customers and closed it for a while. In July, some farmers started to use it as a market, hiring the place in order to sell oranges from his field and some products such as dried fishes that were bought at Dar es Salaam. They have paid 50 TShs to the shed group everyday as a charge. The shed group is now trying to invite more vendors to sell products under the shed.

In Ruvu Darajani, as they planned, the shed group has been working on expansion of the market place around the shed. Plot allocation of the market was already done. And invitation of vendors was also done. The number of vendors who want to have a plot at the newly established market is 90. The selection of vendors from these applicants is now in progress.



**Villagers praising their construction work at the inauguration at Vigama**



**Prime Minister Hon. Fredrick Sumaye made a speech at the shed of Viziwaziwa**



**Preparing for Inauguration of the multi-purpose shed at Vigama**

## **E.5 Group Formation - Milling Machine -**

### **5.1 Organising Milling Machine Group**

Although the main purpose of this component is to mitigate women's hardship and to enhance group dynamics, it also aims at providing women with means to generate income. The three target villages, namely Viziwaziwa, Mwanabwito and Vigama, have proceeded in this component and have selected about 25 members who will be responsible for the machine. These members will own the machine.

It had been observed that some group members had changed because of their poor attendance at group activities due to sickness or laziness. During several workshops, the groups at all the villages discussed about making rules regarding absentees of meetings. These rules are to be included in the CPMU constitution. In fact, the constitution has been applied in some occasions to replace or remove a member who has shown poor attendance.

The members of each village's group were confirmed on August 2001 when about two months had passed from its initial formation. From that time to Feb. 2002, there are several changes in terms of the members at all the villages.

There are some members who dropped out from the milling groups not because of poor attendance. Women's dropout has been observed in Mwanabwito. Most reasons for those women's dropout are related to family affairs, such as husband's dissent and children's sickness. In order not to face this kind of problems, opinions from husbands of female members have been considered from the beginning of this component. And the husband's participation was encouraged and their consent was secured as much as possible. However, some of the husbands have changed their mind so that the situation that some women have to leave the group has been happening. (Details concerning gender are described in Attachment 4 "Participation as Related to Gender" attached hereinafter.)

It is necessary for the group to draw up group's regulation in order to strengthen group's solidarity and to avoid any possible conflict among its members.

The format of group regulation provided to the groups in November 2001 has been collected. Filling the format was asked to the members in accordance with their CPMU constitution. The regulation is to include some detailed rules not included in the constitution. The one finalised by the shed group in Viziwaziwa village is shown in Attachment 5 "Group Regulation" attached hereinafter.

### **5.2 Construction by the Villagers**

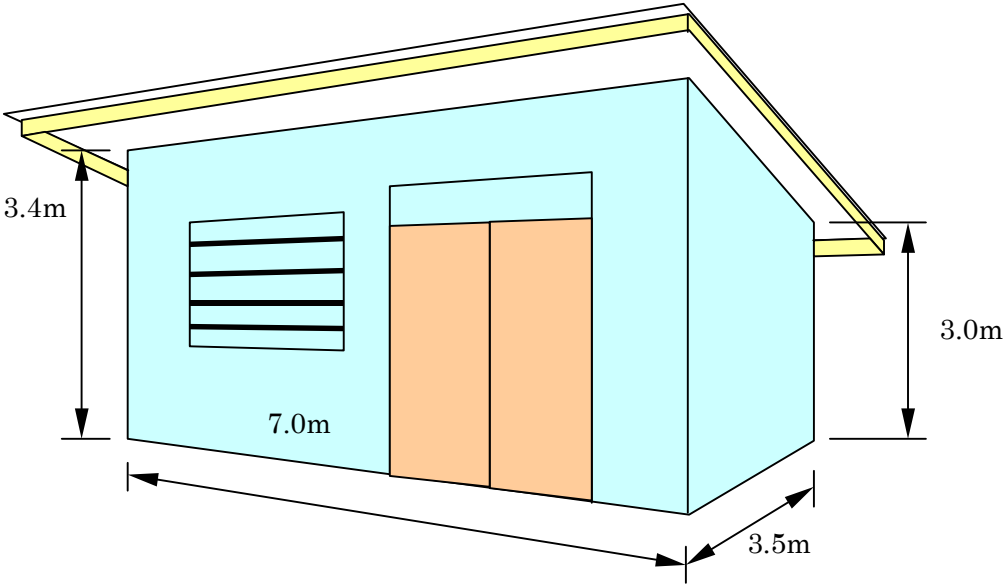
The construction of milling machines was done with the support of the Team providing some materials and tools, namely, cement, timbers, doors, nails, galvanised iron sheets, paint, needed tools, and so forth. Other materials, such as water and sand were provided by the villagers with their labouring free

of charge. The Team also provided with the charge for foremen who supervise the construction work. In some cases, the Team owed transport fare for acquiring sand.

The construction work was started from the end of October 2001 and finished on the middle of February 2002. The area and function of the milling machine house is as the table below. The details of the construction are described in Attachment 6 “Details of Construction” attached hereinafter.

**Area and Function of Mill House**

	<b>Area</b>	<b>Function</b>
Total	3.5 m x 7 m = 24.5 m <sup>2</sup>	
Store Room	1.5 m x 1 m = 1.5 m <sup>2</sup>	To store fuel, lubricates, equipment
Machine Space	3.5 m x 7 m - 1.5 m <sup>2</sup> = 23 m <sup>2</sup>	To accommodate; Milling Machine + 8HP Diesel Engine Husking Machine + 16HP Diesel Engine



**Layout of Mill House**

**5.3 Milling Machine Group Activities**

The machines installed showed lots of design fault. The engines also became in bad condition very often. Since this situation was observed from the beginning, the cost of repair was born by the Study Team to smoothly take off the project. Now its responsibility was shifting from the Team to the members at each site.

In Viziwaziwa, customers are very few, because of low maize production around the village due to the severe flood in April 2002. Although they already prepared a working shift, not all the members followed the shift because the members thought that for few customers working on the machine would be waste of time. Only one old man was working instead. The customers brought not maize but cassava that had not been expected much at the planning stage, although the machine installed was

designed also for milling cassava.

In Mwanabwito, there were many customers. So the members had to follow the working shift that they made, and actually had been doing so. Otherwise there would be a situation that no member was at the machine, while customers were there. It resulted in keeping customers wait for long time and finally losing the customers. The necessary accounting documents were recorded and kept accurately in this village. Division of work was also effective here. They had now formed three new committees with the milling machine group, which were the committee of finance, discipline and guard, since they felt necessity of those committees for making the group a well organised one.



**Weighing maize before milling at**

In Vigama, like Viziwaziwa, there were few customers. Certain members were appointed as millers. So they came to the machine everyday. Other members took some other responsibilities, such as sweeper, guard, winnower and so forth. But due to the small number of customers, some of them did not follow the shift on which they agreed.

In Mwanabwito, many customers came to the machine for milling and also husking, although the milling machine group did not put much effort to attract customers. In Viziwaziwa and Vigama, on the other hand, they faced the problem of few customers. In addition, they were not able to serve customers who brought paddy, as the machine did not have the function for rice.

Advertising their activity to villagers around was vital for the members of Vigama and Viziwaziwa. Even in Mwanabwito, it was also needed to continuously draw customers and also inform villagers living farther interior in order to seek new customers. The idea about making a signboard for advertisement was brought to them. The milling machine groups were preparing a design of the signboard and planning where and how many the signboard should be installed.



**Husking machine and its engine**



# ***ATTACHMENT 1***

## **Constitution**

12/09/01

### **MWANAMBAYA NO.1 (Mwanambaya)**

#### **CONSTITUTION**

#### **A: THE RULEBOOK FOR GERDEN GROUP OF MWANAMBAYA NUMBER ONE**

1. NAME OF THE GROUP: Mwanambaya number one.
2. ADDRESS: P.O. Box 10 Mkuranga
3. AIM AND OBJECTIVES: To alleviate unreasonable the begging behaviour, thieves and poverty.
4. The group will plant fruits seedlings and involve themselves in planting short-term season's crops like vegetables and others.
5. MEMBERS RESPONSIBILITIES
  - To work voluntarily
  - To correct ourselves
  - To forgive ourselves
  - To like the project and work with all your hearts.

#### 6. NUMBER OF MEMBERS

The group will have 10 to 15 members and not be less than 6 members.

#### 7. CEASE OF MEMBERSHIP

The membership will cease if:

- A. If he/she is mentally sick
- B. To have scandals like corruption and theft.
- C. To absent yourself from work for five days continuously without notice.
- D. Die (where next kin is not needed).

#### 8. REGISTRATION OF NEW MEMBERS

If the maximum number of members is not yet reached then any villager will be allowed to bring forward his/her applications and the committee will discuss the eligibility of that member if he/she accept to pay 5000/= Tsh as membership fee.

## 9. LEADERSHIP PATTERN

The group will have three main leaders:

- A. Chairman
- B. Secretary
- C. Treasurer

The rest of the people will be members of the group.

## 10. RELATIONSHIPS

The group will establish relationships with different institutions inside and outside the country, private people and other related companies.

## 11. ADMINISTRATION

The group will be administered by village and government constitutions.

## 12. THE PROJECT

The group will have the responsibility of controlling the selling of fruit seedlings and the fruits to all villagers and to the community members as well.

## 13. HOW TO COLLECT THE INCOME

All the incomes will be collected and recorded in the special books of accounts.

14. The group will open the account, which will be used to serve all incomes.

## 15. MEETINGS

The general meeting will be held only once a year. There will be other meetings, which will take place every month of the year. The meetings will involve top leaders of the group, experts who live within the village and all top leaders of other groups (if any) in the village.

## 16. SELECTING LEADERS

The general meeting will select all leaders if member's attendance reaches more than half of the presence members at that time.

17. The leadership duration is three years.

18. A leader will lose his/her leadership if he does one of the acts concerned in section seven of this constitution.

19. If he/she loses points in being also a member then he will be removed and there will be no compensations.

20. If leaders go against the rules the members are allowed to call the meeting which its attendance should be more than half of the present members and have the right of selecting other temporary leaders who will lead for only six months and then call the general election to all members concerned.

21. There will be three members who will be responsible in drawing and saving money in the account. Those will be:

- A. Chairman
- B. Secretary
- C. Treasurer

22. The general meeting will pass all the expenditures of the group.

---

---

**B: AGREEMENT FORM**

**UNITED REPUBLIC OF TANZANIA**

**MWANAMBAYA NUMBER ONE**

**MEMBERSHIP AGREEMENT FORM**

1. I----- I agree to be a member of Mwanambaya number one garden group at Mwanambaya.
2. I----- I have read all the constitution of the group and I will respect and protect it without any problem.
3. All the 22 sections of the constitution are quite right for me.
4. I am ready to lose my membership if I break group regulations.

Date: -----

Signature: -----

## ATTACHMENT 2

### Timetable for the Education Study Tour

#### HORTICULTURAL FARMERS FROM KIBAHA, COASTAL REGION

S/No.	DATE	TIME	EVENT	PLACE	PEOPLE INVOLVED
1.	18.11.2001	4:00 pm	Arrival of farmers from Kibaha	MATI-Tengeru	E.R. Banzi
2.	19.11.2001	7:30 -8:30	Breakfast	“ “	E.R. Banzi/Catering/Farmers office
		8:30 -9:00	Welcoming note the Principal	“ “	PRINCIPAL (J. Lyakurwa)
		9:00 -10:00	Tour to the Vegetable Production Wing	“ “	Banzi/Shekidele/Mpingama/Mwajombe & Farmers
		10:30 -1:00	Visiting farmers at Nambala Village <ul style="list-style-type: none"><li>• Sumari</li><li>• Nanyaro</li><li>• Masoud</li><li>• Mallya</li><li>• Ayo</li></ul>	Nambala Village	All
		1:00 -2:00	Lunch		All
		2:00 -3:00	Visiting farmers at Patandi Village, Arumeru District	Patandi Village	All
		3:00 -3:30	Visit Arusha Municipal Market	Arusha Town	All
		3:30 -6:00	Visiting the Snake Park at Meserani	“	All
		7:00 -8:00	Dinner	MATI-Tengeru	Cattress
		8:00 -9:00	Evaluation of the Tour	“ “	All
3.	20.11.2001	8:00 -9:00	Breakfast	“ “	All
		9:00	Departure to Kibaha		Farmers

Prepared by: E.R. Banzi (MATI)

HORTICULTURAL FARMERS FROM BAGAMOYO, COASTAL REGION

S/No.	DATE	TIME	EVENT	PLACE	PEOPLE INVOLVED
1.	27.12.2001	4:00	Arrival of farmers	MATI-Tengeru	J. Shekidele
2.	28.12.2001	7:30 -8:30	Breakfast	“ “	Cattress/All
		8:30 -9:00	Welcoming note by the Principal	“ “	PRINCIPAL (J. Lyakurwa)
		9:00 -10:00	Visit Alpha Seed Company	HORTI	Shekidele/Nanyaro/Mpinga ma/Mwajombe/Farmers
		10:30 - 1:00	Visiting farmers at Pantandi Village <ul style="list-style-type: none"> <li>• AVRDC/ARP</li> <li>• Urassa</li> <li>• Sikawa</li> <li>• Abihudi</li> </ul>	Patandi Village	All
		1:00 -2:00	Lunch		All
		2:00 -4:00	Visiting farmers at Sombetini Village <ul style="list-style-type: none"> <li>• Alex</li> <li>• Jumanne</li> <li>• Mollel</li> </ul>	Sombetini Village	All
		4:00 -5:00	Visiting Arusha Municipal Market	Arusha Town	All
		6:00 -7:00	Evaluation of the tour	MATI-Tengeru	All
		7:30 -8:30	Dinner	MATI-Tengeru	Cattress
3.	20.11.2001	7:30 -8:30	Breakfast	MATI-Tengeru	All
		9:00	Departure to Bagamoyo/Kibaha		All Farmers

Prepared by: J. Shekidele (MATI)

## ATTACHMENT 3

### Example of Group Report on Farmers' Training at Arusha

#### GROUP REPORT FORMAT ON FARMERS FIELD TRIP /Viziwaziwa group 2.

**Apart from filling out the questionnaire, we will put you in a group of your village. Each group will include at least 10 people. We will ask each group to write a group report in which you will:**

**1. State your general impression about the trip.**

- a) We have seen beautiful gardens with vegetable of good quality.
- b) Also we were very much impressed with the cultivation of vegetable, rice, fruits, and flower.
- c) The training and the subjects we were taught the Tengeru institute were very good.
- d) Also we were very much pleased for the education we have got. E.g. growing vegetable and fruits.

**2. Note all the good points and all the bad points.**

**2.1 Good Points**

- a) The arrangement of transport was very good. The transport started from home until to the institute at Tengeru Arusha
- b) On our arrival we were Kindly met by institute leaders. After that we were be given nice meals and good Accommodation.

**2.2 Bad Points**

- a) The farmers training trip was very short.
- b) We went on the trip while most of the people were fasting. Next time such trip during the month of Ramadhani should be avoided

**3. Talk about things that you have learned**

- a) To see the trans planting of different types of fruits, vegetable and flowers.
- b) To take care of the surroundings.
- c) How to use local pesticides made from trees and the use of cattle urine to control pests and diseases.
- d) We learned how to use water for irrigation through channels. Also we learned how to make composite pit from plants residues.

**4. How would you transfer the knowledge you have learned in this field trip to the farmers who did not attend?**

The knowledge and education we got from Tengeru farmers training institute I will also educate other farmers who did not get chance of going to the training.

**5. Tell how the knowledge you have learned would affect your present farming practice.**

I will use the knowledge practically and make sure that other farmers will benefit and come out with better modern horticultural farming.

**6. Tell any opinion you might have.**

- a) Farmers training visits the duration should be increased.
- b) As Viziwaziwa has a problem of water we request our water to be improved if we are going to have enough water for irrigation, we are sure of doing better like our fellow farmers in Arusha.

GROUP REPORT FORMAT ON FARMERS FIELD TRIP /Bagamoyo (non-member).

**Apart from filling out the questionnaire, we will put you in a group of your village. Each group will include at least 10 people. We will ask each group to write a group report in which you will:**

**1. State your general impression about the trip.**

- Things impressed us were:
- Seeds caring and treatment.
- How the farmers plant their crops e.g. vegetable and fruits, and the way how they harvest.
- How they make research on seeds storage.
- Also the farmers impressed us on the use of modern methods of cultivation.
- Also the ways and methods the farmers use on how to find markets.

**2. Note all the good points and all the bad points.**

**2.1 Good Points.**

- In general our trip was good e.g. accommodation, meals, training and transport all were good.

**2.2 Bad Points**

- The time for the training was very short.

**3. Talk about things that you have learned.**

- Seeds treatment and storage
- To plant using proper spacing
- We learnt the use of pesticides and fertilizer.
- How to prepare seedbeds and transplanting techniques.

**4. How would you transfer the knowledge you have learned in this field trip to the farmers who did not attend?**

- When we go back to our homes we will educate those farmers who did not get chance of attending the training by educating them practically.

**5. Tell how the knowledge you have learned would affect your present farming practice.**

- We will change the system of local method of planting instead we are going to use modern methods of planting e.g. proper spacing, good seeds, fertilizer application, pesticides, spraying and the others.
- The use of known insecticides and fertilizers.
- We will educate them how to plant seeds in seedbeds and transplant the seedlings in the field.

**6. Tell any opinion you might have.**

- Time for the training is short, make five (5) days instead of one day.
- Tours like these should be done frequently.
- Allowances should be reviewed and increased.

## ***ATTACHMENT 4***

### **Participation as Related to Gender (Prepared by the Team in February 2002)**

Participation is concerned with the distribution of power in society for it is power which enables groups to determine which needs and whose needs will be met through the distribution of resources. It is a partnership between farmers and the extension agencies and the initiative is shared between them. It is through this methodology that men and women can participate fully in decision-making. It is obvious that this approach can help span the gender gap and increase productivity for the significant number of women. This approach empowers women to take control of their own lives, economically and culturally, by having them participate directly in the planning and implementation of development programs.

Unless there is a specific focus on women, they tend to be marginalized by men due to prevailing socio-cultural conditions. Hence, poverty alleviation projects should adopt means of targeting women effectively. This can facilitate their tasks and increase the productivity of not only women themselves, but also the entire community.

The JICA Team stressed the importance of woman participation from the beginning. Therefore, in almost all the components, women are involved, especially in the milling machine component, where they constitute the majority of members (see table below). One also observes a good gender balance in the input credit and/or pump component, which, similarly to the milling machine component, is designed to generate income and help alleviate poverty. As a result, many women owes the important role in the projects, for instance, one leader and four secretaries are women in eight CPMU. The milling machine component is introduced to also alleviate women hardship; women used to travel very long distance to get their product milled incurring several dangers, including rapes and attacks, and a big loss of time. Bringing a machine close to their dwelling is a big source of empowerment to them.

Ratio between men and women are listed in table below.

<b>Groups</b>	<b>Milling Machine (F:M)</b>	<b>Input Credit and/or Pump (F: M)</b>	<b>Shed (F:M)</b>	<b>Nursery (F:M)</b>
<b>Villages</b>				
Viziwaziwa	(15:10)	(5:20)	(2:6)	-
Mwanabwito	(22:3)	(11:14)	-	-
Ruvu Darajani	-	(10:15)	(3:3)	-
Vigama	(25:1)	-	(3:22)	(10:17)
Mwanabaya	-	-	-	(3:12)
Mkuranga	-	-	-	(8:17)

The empowerment of women can only be brought about through education, stimulation and motivation in order to improve their ability to take risks and instil confidence in them. Throughout the



introductory and validation workshops in this study, it was observed that women lack confidence and are used to somebody else or another group deciding for them. When forming groups, women in urban and rural areas often meet stringent conditions, such as cultural restrictions and gender division of labour. They need to be encouraged to realise their potentials and realise that they need to influence changes in the cultural, political and economic environment.

To improve women's participation, it is not enough to encourage women only because there remain social and cultural constraints including male bias. In this respect, it is necessary to make efforts to get men's understanding and promoting attitude. Therefore, in some villages men were invited together with their wives to attend the workshop, where role and responsibilities of each group member were explained. The idea of involving family members to attend the workshop was quite successful in the fact that though only few husbands and family members attended they could contribute in the discussion and recognise that the sustainability of the project required their full cooperation. On the other hand, they stated that their presence as husbands was a proof that they were supporting the project and would accept different responsibilities that their wives will be assign for. Lastly they agreed that the development of the community would require both men and women working. Gender awareness is very important in educating both men and women and it enables men to accept and encourage women involvement in development projects, thus bringing about gender equality. This situation is not always easy, considering the different constraints that will be explained later, but perseverance is needed to continue education to change old beliefs and tradition that took centuries to establish themselves.

In order to achieve proper implementation of the project, it was necessary for women to be taught simple managerial skills like bookkeeping to be able to manage small projects, especially the flourmills, which have been designated for them in this project. This was done in the group leader and simple accounting training where all treasurers were initiated. It is to be continued in the field as OJT to upgrade or improve the knowledge acquired.

If women can control the whole process themselves, they will get more profit out of it than if there is a middle man to take his cut out of the process. Several workshops were organised to teach members about the processes involved in project operation and maintenance. Several more will be organised to make sure that women understand such a process before operation is resumed.

In the last workshop held at Mwanabwito before project operation, members were reminded on the importance of the membership fee, passbook, saving and emergency fund and opening of a bank account. All seem to agree with these issues and recognize their importance for project sustainability.

However, customary laws and traditional values continue to contribute to an environment that perpetuates inequality between men and women in most of the coastal areas. Thus, as this project proceeds, it is important that continued effort is made to make the processes of project development to be increasingly gender sensitive.

As explained above, there have been a number of observed limitations, which effect women in their development, especially those at Mwanabwito or at a lesser extent at Mwanambaya where women participation in workshops suddenly decrease as some husbands were said to have stopped their wives to attend. Hindrances like sexual harassment and gender discrimination were frequently related regarding the milling machine at Mwanabwito. For example when asked why some women are not allowed by their husbands to attend milling machine construction, they said that husband thinks that it was not an important project for them, that it is meant for men who are more energetic, that what is important for women is to stay at home and perform household chores such as cooking, cleaning house compound as well as fetching water and collecting firewood.

Furthermore Men stereo- types have a tendency of placing women in inferior positions by considering them as people who can generate anything for the development of their society. For example some women at Mwanabwito have already been divorced as their husbands realised that they have already fully engaged in construction of the milling machine. The husbands argued that the women were engaging in the activates, which were wasting their time, and also they assumed that those women might engage in having affairs with other men especially when they are assigned different roles in construction of milling machines such as being a security guard.

Socio- cultural factors have also affected women at Mwanabwito as most of them feel that men should be their leaders and they should be their subordinates. This has created an attitude that whatever their husbands are saying should be accepted and the division of labour should be according to their husband's will. For example most of the women who are assigned to perform different roles such as sweeping, winnowing in milling machine said that on their opinion they are ready to continue in the construction of the machines and also during operation if allowed again by their husband, and they would participate fully in any activities/roles assigned according to the time table.

Women should try to be opened to their husbands, especially when they are assigned different roles, which might make them, come late at home. They should also involve their husband in every activity; if possible photocopy the work schedule, which shows their daily activities and duties related to milling machine project. Men on the other hand should understand their women and involve them in decision making for example in different policies related to milling machine group such as group regulations, group principles and other by-law.

Men also should create the tendency of equal opportunities that women should have equal rights in having equal distributions of profits /benefits generated according to what she have contributed to the operation of the milling machines. Equal in the sense that what the men can earn should be also considered the same to women who are also working or participating in the milling machine project.

Lastly, it was emphasised that the husbands including those who couldn't attend the workshop should

be asked to attend a special meeting that will be called by the village chairman. The meeting should include both (all) women and men, who will be educated on the important of women participation in different activities related to milling machine at Mwanabwito. The meeting will involve the village chairman, group leaders and other key members of the group.

Extension officers studied gender issues in the training for extension officers and most of the attendants understood the importance of them. In the following workshops, the gender issues should be discussed more together with village chairman and extension officers.

## ATTACHMENT 5

### Examples of Group Regulation

The Shed group and Milling group at each village made their own group regulation. The ones below are the regulations prepared by the groups of Viziwaziwa village in February 2002. The format was given to them from Study Team, so what they have done was just fill in the format. But for filling, they held several meetings to make a consensus.

<b>REGULATION –MULTIPURPOSE SHED (Viziwaziwa)</b>		
1.	OBJECTIVES	The aim having a multi purpose shed is to have a market where villagers could sell horticultural produce e.g. vegetables, fruits and some other minor business.
2.	MEMBERSHIP	Is only involves all multi purpose shed and milling machine Group members.
3.	COMMITTEE	The committee will have the chairperson, vice chairperson, secretary, assistant secretary, treasurer, assistant treasurer and three (3) members.
4.	DISCIPLINE	To make sure that regulations and rules are followed and respected any member who does not obey rules will be punished.
5.	MEETING SCHEDULE	Meeting schedule will be made when the construction of the shed is finished and started operations.
6.	CONTRIBUTION	All group members are supposed to pay all contributions e.g. membership and other taxes.
7.	RECORD KEEPING -ACCOUNTING -ACTIVITY.	The treasure will take care of the money. To send money to K.K.M. chairperson and the chairperson of K.K.M. together with his Treasurer will take the money to the Bank. The secretary will be involved with office document.
8.	SAVING	All money collected e.g. membership and other taxes will be sent to the Bank.
9.	PROFIT (DIVIDEND)	After removing the operational costs and other changes, the profit will be distributed to the group members.
10.	THE.WAY HOW THE MULTIPORSE SHED WILL BE OPERATING	-The shed will be used as a market where by group members and other villagers will sell e.g. vegetable, fruits and other things -If any member of the group or villager wants to use the shed for private matters e.g. showing video, meeting of ceremonies he/she will be charged to pay some amount of money. The money will be paid to K.K.M. And K.K.M. will send the money to the Bank. -If any body wants to use the store for storing e.g. vegetables, fruits for a number of days, he/ she will also be charged.

<b>REGULATION – MILLING MACHINE GROUP (Viziwaziwa)</b>		
1.	OBIECTIVES	The group members and all non-members at the village will benefit from the milling machine. Because the milling machine will be at the village, the villagers, will mill their maize, sorghum, etc at the village. They will not travel to far places e.g. Kwa Mfipa looking for Milling Machine.
2.	MEMBERSHIP	All members who are in milling machine group should pay membership fee.
3.	COMMITTEE	The committee will have nine (9) members There will be chairperson, vice chairperson secretary, assistant secretary, treasury, assistant treasury and three (3) members.
4.	DISCIPLINE	To make sure that all rules and regulations made are followed and respected any members who will not obey the rules will be punished.
5.	MEETING SCHEDULE	Meeting schedule will be called when the construction of the milling machine house is completed and when we start the milling machine operation.
6.	CONTRIBUTION	All members of the group are supposed to contribute to e.g. membership fee or any tax as agreed at the general meeting.
7.	RECORD KEEPING -ACCOUNTING -ACTIVITY	The treasurer will be responsible for taking care of money belonging to the group members. -The secretary will keep all documents and write reports during meetings.
8.	SAVINGS	All money collected from milling machine will be sent to the chairperson of K.K.M. And the chairman of K.K.M. together with his treasurer will send the money to the bank.
9.	PROFIT (DIVIDEND)	After removing all costs, the profit will be distributed to the group members.

## **ATTACHMENT 6**

### **Details of Construction**

#### **ATTACHMENT 6-1**

##### **Construction Schedule**

The construction work took longer time than initially planned. The table below shows both the planned and actual construction schedules and number of attendants. Viziwaziwa and Vigama include the construction of the milling machine house. Detail of the actual schedule is shown in Attachment 6-2 “Construction of Multi-purpose Shed and Milling Machine” attached hereunder.

<b>Item</b>		<b>Viziwaziwa</b>	<b>Vigama</b>	<b>Ruvu Darajani</b>	<b>Mwanabwito</b>
Working Days	Plan (a)	60	60	40	20
	Actual (b)	71	103	95	72
	b/a	1.2	1.7	2.4	3.6
Number of Attendants	Plan (a)	714	1,753	1,048	1,448
	Actual (b)	437	1,361	571	626
	b/a	0.6	0.8	0.5	0.4

The original construction schedule was based on the following assumptions.

1. Necessary numbers of people always attend the construction work with the appropriate coordination of CPMU and sub-project groups.
2. The attendants learn construction techniques actively under the supervision of the foreman.
3. All of the attendants work efficiently same as skilled worker.

Therefore the planned schedule indicated not really practical but ideal period.

But the people who should have attended the construction work did not participate fully. The followings are the observations.

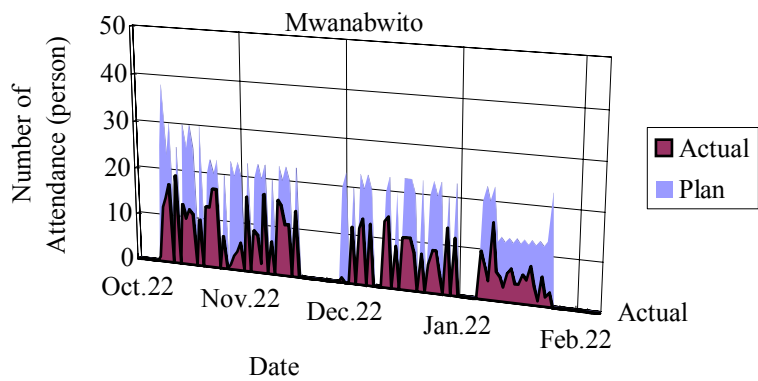
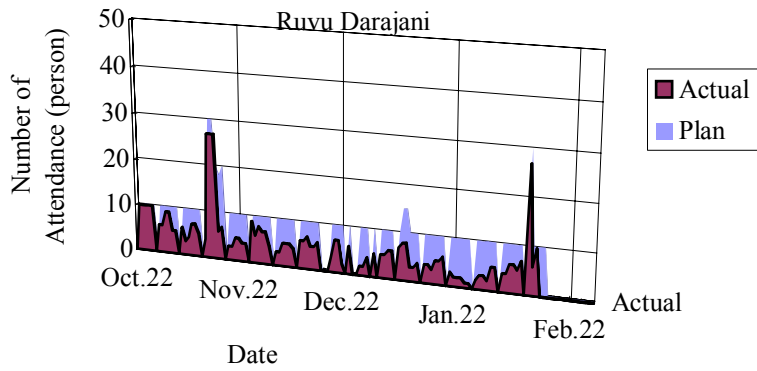
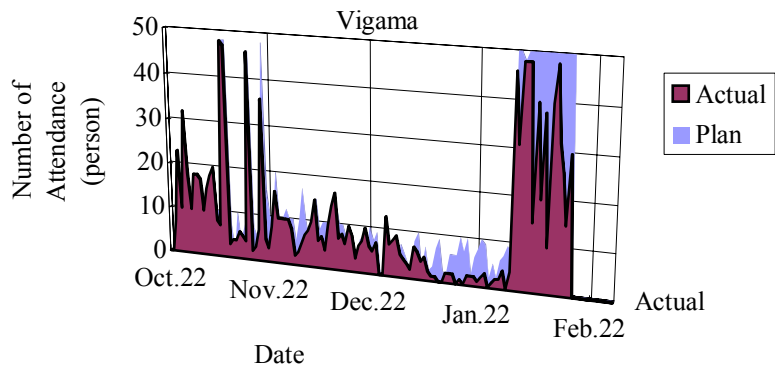
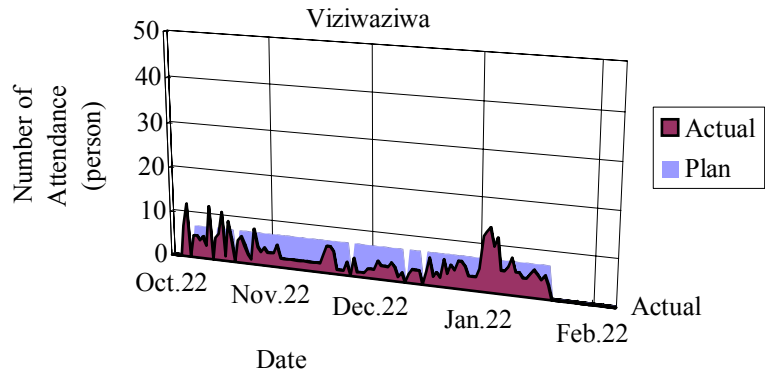
1. Though many people attended the work without payment at the initial stage of construction, especially young people who demanded payment had not attended day by day. They were mostly non-project members and some of project members except for Multipurpose shed group. CPMU did not have enough power to control them. The members of Multipurpose shed group were not sufficient in numbers to cover the whole work by themselves.
2. Those who regularly attended the work were mostly aged members and women, who could not do hard and dangerous works.
3. When there was rainfall such as at the end of December and middle of January, people were busy farming and could not attend the work.
4. Other projects [ex. Projects of Plan International, TASAF (Tanzania Social Action Fund) etc.] also required manpower.
5. People did not try to learn the construction techniques because they regard those as the works of skilled workers and persons who was paid like foremen. Therefore only foremen were doing carpentry and masonry works at the late stage of construction.

Before the construction started, villagers concerned at every village had made a working schedule to make clear that a certain group of people should attend the work on a certain day with rotation. But in no village, did this schedule work practically. Instead, only people who are able to attend the work on the day, participated in the construction. The members of the project tried to involve non-members but they showed less interest, which is obvious, and then helped construction less than what the members expected.

Based on these observations, the JICA Study Team held meetings to explain again that those structures were the properties of community and villagers had to construct by themselves (24<sup>th</sup> Jan. in Viziwaziwa, 30<sup>th</sup> Jan. Ruvu Darajani, 31<sup>st</sup> Jan. Vigama). The deadline of construction (15<sup>th</sup> Feb.) was also scheduled at the same time.

After the series of meetings, the number of attendants was drastically improved in all 3 sites though it did not stay in higher level to fill the requirement of the foremen. But all the major works were completed by the deadline, and villagers will do minor works such as painting and cleaning within a following week.

The planned and actual number of attendants for construction work at each village is shown in the following graphs.





## **ATTACHMENT 6-2**

### **Construction of Multi-purpose Shed and Milling Machine**

Progresses of construction are shown in the following table.

	<b>Viziwaziwa</b>	<b>Mwanabwito</b>	<b>Ruvu Darajani</b>	<b>Vigama</b>
Mobilization (Delivery of material and tool)	4 <sup>th</sup> of Oct	4 <sup>th</sup> of Oct	4 <sup>th</sup> of Oct	6 <sup>th</sup> of Oct
Beginning of making cement block	20 <sup>th</sup> Oct.	20 <sup>th</sup> of Oct	15 <sup>th</sup> of Oct	20 <sup>th</sup> of Oct
Sending foremen	23 <sup>rd</sup> of Oct.	29 <sup>th</sup> of Oct	22 <sup>nd</sup> of Oct	24 <sup>th</sup> of Oct
Setting out	24 <sup>th</sup> of Oct	30 <sup>th</sup> of Oct	23 <sup>rd</sup> of Oct	25 <sup>th</sup> of Oct
Excavation of foundation	26 <sup>th</sup> of Oct	31 <sup>st</sup> of Oct	25 <sup>th</sup> of Oct	28 <sup>th</sup> of Oct
Concreting of foundation	3 <sup>rd</sup> of Nov.	3 <sup>rd</sup> of Nov	10 <sup>th</sup> of Nov	10 <sup>th</sup> of Nov
Concreting of floor	17 <sup>th</sup> of Nov	12 <sup>th</sup> of Nov	13 <sup>th</sup> of Nov	20 <sup>th</sup> of Nov
Construction of roof	26 <sup>th</sup> of Nov	8 <sup>th</sup> of Dec	24 <sup>th</sup> Nov	8 <sup>th</sup> of Dec
Finishing	28 <sup>th</sup> of Dec	24 <sup>th</sup> of Dec	14 <sup>th</sup> of Jan	14 <sup>th</sup> of Jan
Fitting milling machine	30 <sup>th</sup> of Jan	28 <sup>th</sup> of Jan	-	4 <sup>th</sup> of Feb

It took a long time to start cement blocks making by the villagers after the Team had delivered materials and tools. It is because the leaders' training was carried out and most leaders did not stay in the villages. A foreman was sent to each village one week after the start of cement blocks making, because the villagers have enough experience in making them and they did not need any technical assistance.

#### **Condition of works**

Villagers participate in making cement blocks, flattening the site, blocks basement excavation, concreting, piling blocks, etc. One foreman was sent by the Team to each village for the instruction of the construction. The Team expects that villagers take part in the construction and acquire techniques of construction in order to get a strong ownership.

Participation style of the villagers in the construction is different in each village.

Viziwaziwa, Mwanabwito, Vigama: CPMU (KKM) members take leading role in construction.

Working schedule is not fixed. Therefore the number of participants varies everyday. When many participants are needed to carry out particular works such as concreting, KKM informs in advance about the works.

Ruvu Darajani: KKM members take leading role similarly to other villages. Members are divided according to the day of the week. Three men and three women work in the same day. They work in a fixed day. And even non-members of the project join to the construction. Almost ten to fifteen villagers participate in the construction everyday.

#### **A foreman's participation**

There was some discontent in the villagers as they work voluntarily in the construction works, while the Team paid for the foreman.

The Team explained that the assistance of the Team is only for the things that the villagers cannot obtain. If villagers could construct a shed or a mill without the assistance of foreman, the Team would not send him. Furthermore, the Team expects the villagers to get more techniques of construction. Then they understood the meaning of sending a foreman.

However, the village in all villages concerned have been successful to acquire techniques of foremen's job. The villagers seem to consider that plastering or foremen should do construction of roof. Till the end of the work, actually, foremen did those works that requires experiences.



View of Construction (Multi-purpose Shed)  
(Mwanabwito)



Presenting a Play at Multi-purpose Shed  
(Viziwaziwa)



Mill House  
(Mwanabwito)



View of Milling  
(Mwanabwito)

## ***ATTACHMENT 7***

### **Community Becomes Interested in Group Management**

(From the Monitoring Report 3 in July 2002)

Farmers involved in this project showed their effort to make the group activity sustainable. When the group activities such as Milling machine and Multi-purpose shed proceeded to the stage of operation, they stuck with some of machine trouble. However, except that, almost all activities showed progress. One farmer at Ruvu Darajani said to the Study Team about the project so far;

***“The project has been giving great impact on us, we have now sense of co-operating one farmer to another. This is a result of this project.”***

Villagers were keeping records about their activities and also memos of what they had learnt in training sessions they had had so far. There is an anxiety whether they continue this. But as the project proceeds, records prepared by them became more informative and useful for monitoring. CPMU members at each site and the Study Team agreed on that the record prepared by them monthly was to be submitted to DPMC for monitoring purposes.

Since this project, in the first stage, did not involve all residents in the village but a few of them. Whether community becomes interested in group management was to be measured by how successful the project became. The successful operation of the project owed very much the ability of the management group. In order to enhance the ability, the members of each site tried to prepare a monthly report continuously without any omission of necessary information.

Some other activities done by them spontaneously that show their progress are listed below.

Name of village	Activities
<b>Vizwaziwa</b>	<p>An idea of buying maize from other regions such as Dodoma where maize are plenty was made by CPMU. The CPMU is seriously aware of the problem of few customers to the milling machine. "Putting the machines idle is worst. Therefore, buying maize and processing it by the machine and selling flour could be the solution of the problem." Now they are looking for a buyer who will purchase flour made at the village on a contract basis. The problem they are facing is money to buy maize. Contributions from project members are being collected. It was advised to them that financial justification should be made and agreed by the members before starting the action.</p> <p>=&gt; According to a milling machine shop at another village, they have bought maize from Dodoma at the price of 125Tsh/kg and sell flour at 280Tsh/kg. This information was transferred to the CPMU of Vizwaziwa.</p>
<b>Mwanabwito</b>	<p>The milling machine group this village has made a lot of money by its service. There are many customers who bring maize and paddy. But the members are realising that the number of customers are decreasing since it gets into off-season of maize and paddy harvest. The accumulated money amounts to more than 140,000 TShs as they have been on a grace period of repayment. With that money, they are now planning to purchase 10 bags of paddy and sell them at the off-season which is from December to February when its price is nearly doubled.</p>
<b>Ruvu Darajani</b>	<p>CPMU started to loan 15,000 Tsh to each group of the pump project in order to boost their production. This loan is under condition that money should be used exclusively for the field of the project. But repayment schedule of this new loan was not been made between the CPMU and the pump groups.</p> <p>CPMU applied their rule about discipline to whom had not attended group works. The group chairman cautioned to him several times but he did not listen. So the chairman reported to CPMU, then CPMU wrote a letter to him but it did not work. CPMU finally decided to dismiss him from the group. A right procedure was taken.</p>

Another aspect of the project management is transaction of money. District Cooperative Officers were working on this at the project sites by giving them continuous training courses. But since the farmers involved in accounting work had got the knowledge to a minimum extent at least, the number of visits to the site for training was decreasing, although there was a need for her to visit them sometimes for auditing purpose.

## ***ATTACHMENT 8***

### **Farmers Promote Group Activities by Using Community Facilities**

(From the Monitoring Report 3 in July 2002)

#### ***Multi-purpose shed***

##### **• Viziwaziwa**

The shed was not used for any activities other than meetings for the project. But because of lack of specific regulation, they meet and discuss how to deal with events each time before those events start.

⇒ *District staff or the Study Team's response or view*

One of the possible reason they did not prepare such a specific regulation was that the members of the shed management group at this village were busy in other activities. They are also involved in Input Credit and Milling machine. They were not able to concentrate on working on making the regulation concrete.

One farmer who was a secretary of the mill machine group was taking care of all the process of milling and husking, while other members of the group were idle. This situation continued for more than three months. This was due to few numbers of customers due to serious flood this area. They did not have enough customers, so they did not come to work for the machine. They did not come to the machine, which meant that the machine house was close often, so customers who noticed the machine was not working went to other villages for milling. There was some kind of vicious circle. In addition to that, the members were suspicious about the secretary's control over the machine. He came for milling when customers came, as he lived near the machine. He collected money from customers and works as a miller. Then, he used the money for buying diesel without reporting it to a treasure of the group. Distrust among the members arose. A meeting about this matter with all the members was held on 29<sup>th</sup> May 2002. The number of participants was nineteen. They discussed the issue and spoke about it frankly. The members agreed that they would come to the machine as scheduled and work for planned responsibility.

⇒ *District staff or the Study Team's response or view*

But some of them still did not work as they agreed, so far. A favourable indication the Study Team observed was that CPMU chairperson was encouraging them to follow what they agreed.

##### **• Vigama**

At this village, the shed was used as a place of selling fruits and dried fishes. But there were only one or two vendors. The idea they came up with to increase numbers of user was that the shed could be used as a café. There was a small and temporary shed attached to the multi-purpose shed. This had been built for storing construction materials during the construction period, but it was used as a cooking place for preparing some teas and bites.

The members, however, realised that the multi-purpose shed should be used for several ways, not only as a café. So they, with the district staffs concerned, made a time schedule and stuck it on a wall of the shed, with which all the villagers could notice which day, and from and to what time the shed was used for what purpose.

⇒ *District staff or the Study Team's response or view*

Although making such a time schedule was expected to begin by them spontaneously, it did not happen until the district staffs explained the importance of doing so. However, they became noticing that the project should be continued by their own effort, as far as their actions to try to use the shed somehow were seen.

• **Ruvu Darajani**

The shed members faced a big problem raised by the village government. The government tried a take-over of the rights of using the shed, even of its property rights itself. This seemed to happen due to misunderstanding caused by some rumour regarding the rights. The problem above was solved after a meeting was held for reconciliation between the members, CPMU and the village government. A district staff concerned witnessed this meeting. And a minute of the meeting was prepared and the members and their CPMU securely keep it.

⇒ *District staff or the Study Team's response or view*

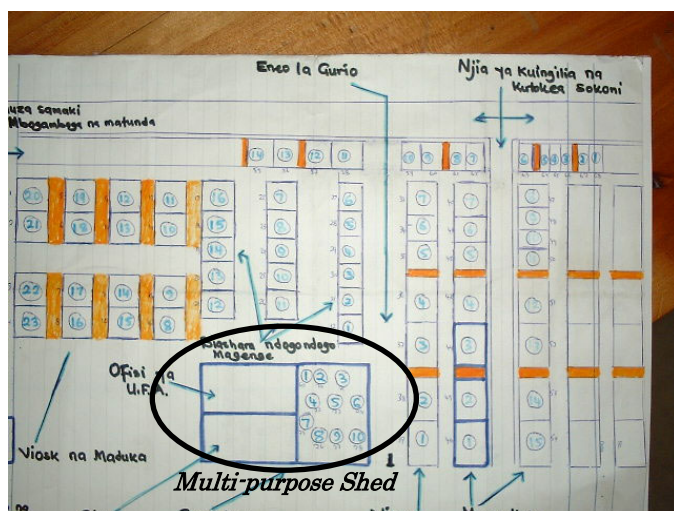
The procedure of solving the problem was democratic. All the procedures were done through a meeting and an official letter. The members and CPMU of this village issued more than 30 letters for both internal and external matters. And those were kept in their file. This transaction by them was very informative for other villages' CPMU. Therefore, it was planned that other villages' CPMU visit to Ruvu CPMU office and see how the CPMU manage daily activities.

The members of this village had the plan to expand their market area by inviting many vendors around the shed. The sketch they made for the plan was shown right. Plot allocation was made and they made construction of small sheds following the sketch.

⇒ *District staff or the Study Team's response or view*

Cost for construction of the small sheds were covered with money made by selling materials for the multi-purpose shed remaining and also repaid from the pump groups of this village to CPMU.

CPMU was investing to the market. This action was more than what the Study Team expected and



Sketch drawn by CPMU secretary of Ruvu Darajani

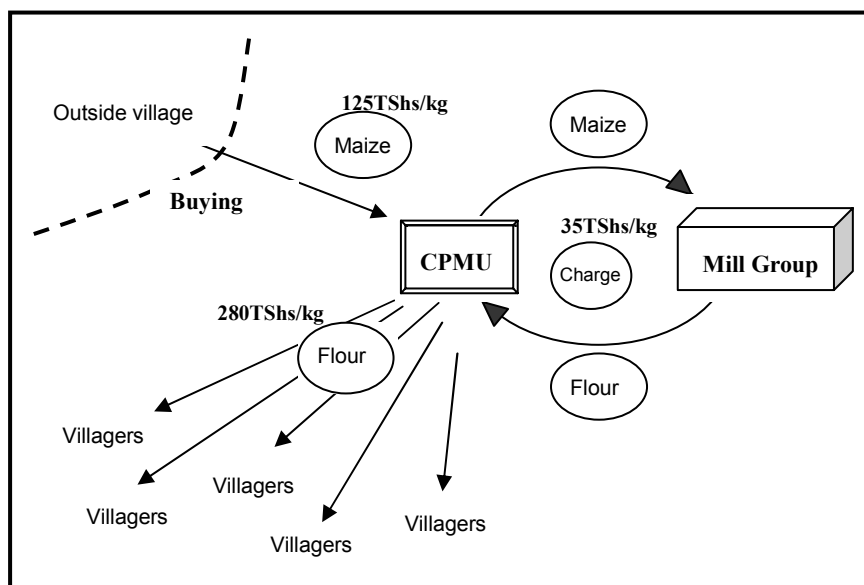
actually in good progress. But only a concern was that they did not make clear conditions such as how much they should get a return from this investment, by when the money should be returned to CPMU account and how CPMU would compensate if the investment failed. Close observation was needed on this matter.

Milling machine

There were serious problems on the machines and engines that were installed to the project sites. After using them several hours or days, they started to show problems. One part was fixed, then another part became in bad conditions.

• **Viziwaziwa**

As mentioned above, CPMU of this village was considering purchasing maize from its production area at a reasonable price that was about 125TShs/kg. Then, CPMU brought the maize to the machine for milling when villagers had no maize at their hand, and sold the flour to them. CPMU should pay money to the machine members for milling at the same charge as individual customers pay that was 35TShs. But CPMU could sell the flour at around 280TShs/kg, so leaving about 100TShs/kg at its hand. Whereas this would boost CPMU activity up, the machine group also benefited a lot by not leaving their machine idle. This idea was concretized and planned in detail.

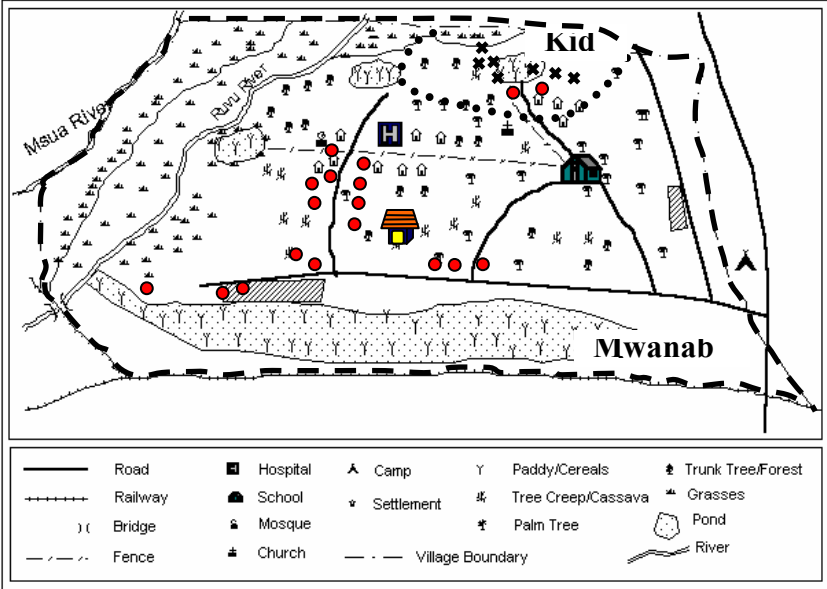


**Plan of making flour with CPMU collaboration**

• **Mwanabwito**

There were many members who dropped out from the group from September 2001 to February 2002. They were mainly villagers living in a certain sub-village called Kidai. Mwanabwito village had two sub-villages, namely Mwanabwito sub-village and Kidai sub-village. The meetings and workshops

were held near village primary school that is located in the centre of the village. It seemed that villagers at Kidai were suffering with the distance to the project site. While all members from Mwanabwito sub-village, except one, lives near the milling machine shed, three to ten minutes walk in average, Kidai villagers needed to walk at least 30 minutes.



**Location of the members' residence at Mwanabwito**

In addition, there seemed some conflicts between villagers in Mwanabwito sub-village and those in Kidai sub-village.

⇒ *District staff or the Study Team's response or view*

This was not been aware before starting the project by the Study Team. This project was being implemented by targeting either village or sub-village as a unit. This issue was continuously observed, since it would give some important lessons on project initiation and also expansion.

• **Vigama**

Like Viziwaziwa, they noticed that this year there was very few production of maize, even paddy. This was causing poor result of the machine operation. They needed to find the way to solve this like the other villages. What they did was to rearrange the amount of charge per KG, from 20 TShs to 30 TShs. They were trying to get an accurate figure about how long the machine could run with a litre of diesel, in order to know the most efficient way of operation.

There was a big difference between the villagers regarding situation of business operation as shown in the table below. The main reason was difference of amount of maize produced in the area. All the area suffered great loss with serious drought in March and flood in April 2002. But the condition of



Mwanabwito was relatively better compared to the others. Another reason was that the condition of the machine in Mwanabwito was also better than that of the others.


### Result of machine operation in April, May and June 2002

Operation		Village	Viziwaziwa		Mwanabwito		Vigama	
			Mill	Husk	Mill	Husk	Mill	Husk
Month	Charge (TShs/kg)		20	20	35	30	30	30
April	No. of customer		25	0	473	0	0	0
	Sales		2,440		148,995		0	
	Expenditure		1,900		104,890		0	
	<b>Net Profit</b>		<b>540</b>		<b>44,105</b>		<b>0</b>	
	Days of machine idled		18	30	12	30	30	30
May	Number of customer		22	0	720*	0	0	0
	Sales		3,400		275,064		0	
	Expenditure		0		181,300		0	
	<b>Net Profit</b>		<b>3,400</b>		<b>93,764</b>		<b>0</b>	
	Days of machine idled		23	31	0	31	31	31
June	Number of customer		60*	10*	300*	60*	50*	10*
	Sales		7,800*		110,620		7,446*	
	Expenditure		5,080*		96,420		1,300	
	<b>Net Profit</b>		<b>2,720*</b>		<b>14,200</b>		<b>6,146*</b>	
	Days of machine idled		11*	30	0	20	13	30

Figures with \* : estimated figure due to lack of completed data

### Promotion of Group Identity (advertisement of the activities)

Related to the activity of the members advertise their activity, a logo marks were made by the group at each village. Two out of the three villages came up with the ideas, which are as follows. Mwanabwito was not completed their idea.

	Viziwaziwa	Mwanabwito	Vigama
Logo mark		—	