



ANNUAL REPORT

TUBORESHE CHAKULA

OCTOBER 2013–SEPTEMBER 2014



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ACRONYMS

A2F	Access to Finance
ABS	Point of Sale
BAF	Best Animal Feeds
BCC	Behavior Change and Communication
BDS	Business Development Services
BRELA	Business Registration and Licensing Authority
CEZOSOPA	Central Zone Sunflower Processors Association
CRDB	Cooperative & Rural Development Bank
DC	District Council
DOFPA	Dodoma Food Processors Association
FtF	Feed the Future
GAIN	Global Alliance for Improved Nutrition
GMP	Good Manufacturing Practices
GoT	Government of Tanzania
HKI	Helen Keller International
IEC	Information, Education and Communication
LGA	Local Government Authority
MNP	Micronutrient Powder
MoHSW	Ministry of Health and Social Welfare
MOM	Machine Operation and Maintenance
NFFA	National Food Fortification Alliance
NMB	National Microfinance Band
PFS	Partners in Food Solutions
PHH	Post-harvest handling
PMP	Performance Management Plan
POS	Point of Sale
SACCOS	Saving and Credit Cooperative Societies
RCH	Reproductive and Child Health
SIDO	Small Industries Development Organization
SME	Small and Medium Enterprise
SUA	Sokoine University of Agriculture
TBS	Tanzania Bureau of Standards
TC	Tuboreshe Chakula
TFDA	Tanzania Food and Drug Authority
TFNC	Tanzania Food and Nutrition Centre
USAID	United States Agency for International Development
UWAMA	Umoja wa Wanawake wa Madizini (Mandizina Women’s Association)
WANAMVOTU	Wasindikaji wa Nafaka wa Mvomero na Turiani (Mvomero & Turiani Processors Assoc)
ZOI	Zone of Influence

EXECUTIVE SUMMARY

USAID's Feed the Future (FTF) Processing and Consumption Project—popularly known as Tuboreshe Chakula (*Let's Improve Food* in Swahili) or TC for short—seeks to transform a critical segment of Tanzania's agro-processing industry and dramatically increase the supply of and demand for safe, quality, and nutritious (fortified) foods, especially among vulnerable populations in the food-insecure regions of Morogoro, Dodoma, Manyara and both islands of Zanzibar.

The project, implemented by Abt Associates, is moving from a component approach to one focused on product fortification and marketing fortified products FY2015.

In FY14, Tuboreshe Chakula (TC) significantly **exceeded its FTF FY14 targets** for profitability (127%), improved technology and management (141%), training (601%), value of loans (392%), BDS (343%), and MNP consumption (181%). Highlights follow:

- The project assisted 733 maize, rice and sunflower oil processors, including 20 flour blenders and groups. In FY14, **158 clients registered with Business Registration and Licensing Authority (BRELA), an essential step in the process for fortification.** A total of 267 millers have successfully graduated from project assistance or been deactivated for lack of responsiveness. In FY15, the project will focus on millers with potential to fortify, while periodically following up with other clients.
- New processors applying improved technologies and management practices totalled 393 in FY14, up from 267 in FY13 and 116 in FY12. (*see pp. 2-4*). Seven TC-assisted maize millers are fortifying maize (*see Annex F for production data*) and three processors are semi-refining sunflower oil.
- Tuboreshe Chakula provided short-term training to over 3,000 individuals in FY14 and more than 9,200 since 2012. The Behavior Change Communications (BCC) team trained 1,750 gatekeepers—influential community leaders who can convince people to use micronutrient powder (MNP) and other fortified products—and trained 82 trainers using TC manuals and materials created for blended flour training and for blenders. The resource guides for the blenders includes information such as formulas that will optimize nutritional value of the blended flour, guidance for basic bookkeeping and marketing. The project also trained 94 processors in business management, access to finance, good manufacturing practices, and machine operation and maintenance (*see pp. 3-5*).
- In FY14, 56 project clients received **\$1,566,600 worth of loans** from commercial banks, social impact funds and microfinance organizations; total value of loans facilitated by TC has topped \$2.4 million since FY12. With more financing, processors are **upgrading equipment, improving premises, diversifying product lines, and improving packaging, labelling and marketing**, paving the way to fortification while raising profits. (*see pp. 5-7*).
- As a result of TC advice, all 22 medium-scale processors have entered into contracts with accounting firms for annual financial audits and other financial management services. One Babati processor is exporting sunflower oil to Kenya. (*see pp. 7-10*).

MAJOR PROJECT ACHIEVEMENTS

- 733 processors assisted by TC
- 509 clients operating more profitably
- Seven mills fortified 578 MT of maize
- 56 loans made, total value of \$2.4M+
- All 22 medium-scale processors now using outside accounting firms
- One processor exporting oil to Kenya
- Micronutrient powder (MNP) distribution exceeded 1.7mil sachets
- Households with children under 5 using MNP rose from 11% to 29%

- A rapid random survey in September indicated **29% of households with children under 5 use micronutrient powder or MNP**—well over double the figure in FY13. In the past year, the number of HH that **recognize the fortification logo more than tripled from 11% to 36%** (see Annex B.)
- Tuboreshe Chakula has **totally privatized MNP** on the mainland by partnering with Phillips Pharmaceuticals, which will add MNP to their current product offering. The partnership will ensure a sustainable commercial solution for MNP distribution and marketing well beyond the Tuboreshe Chakula project. In Q4, the project conducted MNP mini-campaigns in 40 wards in all 8 ZOI districts reaching 26,350 persons including children under 5 years of age. (see pp. 13-15).

IMPLEMENTATION PROCESS

Intermediate Results

IRI.2: INTRODUCE IMPROVED TECHNOLOGIES AND MANAGEMENT

4.5.2(5) (RIA) Number of processors who have applied improved technologies or management practices

During the final quarter of FY14, 77 (65 male, 10 female, 2 jointly owned) small and medium-size processors applied improved technologies or management practices in record keeping, business formalization, factory renovation, business strategy, packaging, new equipment, sales and marketing and good manufacturing practices. Of processors reporting new practices, 73 are small-scale; four are medium-size. See chart for an overview of improved practices applied during the quarter.



Small Enterprise Activity

Highlights of the improved practices adopted by small size processors during the quarter include:

Record keeping: 24% of the businesses that reported new practices applied improved record keeping. These include use of counter books and ledgers for accounting purposes as well as printed and branded receipt books

Business formalization:

- 21 processors registered with the Business Registration and Licensing Authority (BRELA).
- Two processors received business licenses from District Trade Officers.
- Two clients received premises certification Tanzania Food and Drug Authority (TFDA).
- One client got a tax identification number and another business upgraded registration status from sole proprietor to a limited liability company.



Tanzania business license

Photo: Atiba Amalie, TechnoServe

Factory renovation: In Q4, 13 processors invested capital to improve infrastructure at their processing facility. Some processors expanded their production area; others installed outside toilets and painting to better comply with Good Manufacturing Processes, a standard that TC strongly promotes. Four processors also built new warehouses to increase their storage capacity.

New equipment: Processors purchased one hammer mill and two oil expellers to increase their production capacity. Another four processors purchased trucks to improve delivery of raw materials and finished products.

Sales and marketing, packaging, business strategy: Seven project-supported processors expanded their operations by identifying new markets and sales outlets. Another seven millers started using branded packaging and bar codes. Another three businesses upgraded from toll milling for individuals to more profitable resale businesses that have stock to process flour and often have a packaged, branded product they sell in the market.

Medium Enterprise Activity

Four processors introduced new technologies or management practices:

- **Jackma:** improved the company’s procurement records and accounting system by hiring a new procurement officer with accounting experience.
- **Furaha:** upgraded market penetration by using barcodes in their 5L packaging materials
- **Veki Sunflower Oil:** expanded its sales and marketing channels by accessing two new distribution centers as opposed to conducting all the sales from its production facilities.
- **Uncle Milo:** based on the technical assistance provided by the project, Uncle Milo Sunflower Oil hired an independent consultant and worked with the expert to develop a business plan to access additional financing from commercial financiers as part of a match to the award he received from Africa Enterprise Challenge Fund (AECF).

IR 3.3: CONDUCT TRAINING & CAPACITY BUILDING PROGRAMS FOR PRODUCERS AND PROCESSORS

4.5.2(7) (RIA) Number of individuals who receive USG-supported short-term agricultural sector productivity or food security training

Tuboreshe Chakula trained 2,977 individuals in FY14. In Q4 alone, 1,770 received training—1,527 for the first time.

In Q4, 94 (83 male, 11 female) new individuals and 33 continuing individuals from 119 private companies participated in short-term agricultural trainings in a business formalization workshop and in Tuboreshe Chakula's business training modules of Basic Business Management (BBM), Access to Finance (A2F) and Marketing (MKT).

Business formalization workshop

Forty-four processors (36 male, 8 female) from Morogoro Urban, Mvomero and Kilombero participated in this workshop, which promoted business registrations, business licenses, tax registration, packaging and bar codes. Workshop facilitators included representatives from the Small Industries Development Organization (SIDO); Business Registration and Licensing Authority (BRELA); Mvomero and Kilombero District Trade Officers; GSI; Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA); and Tanzania Revenue Authority (TRA). Facilitators presented the business formalization services offered and also assisted participants with processing the applications. Along with the workshop, the TC team provided direct BDS to Morogoro processors and successfully registered 55 businesses with BRELA business name certificates and one business with a business license.

Business module trainings

During the quarter, 40 new processors (38 male, 2 female) participated in module trainings in BBM, MKT and A2F intended to improve the performance, resilience and competitiveness of food processors supported by the project. The BBM module helps develop skills in business planning, strategy, operations, record keeping and financial management. The MKT module focuses on market development, market research, market audit and brand positioning. The A2F module provides a platform for participants to learn directly from financiers about access to credit and loan management.

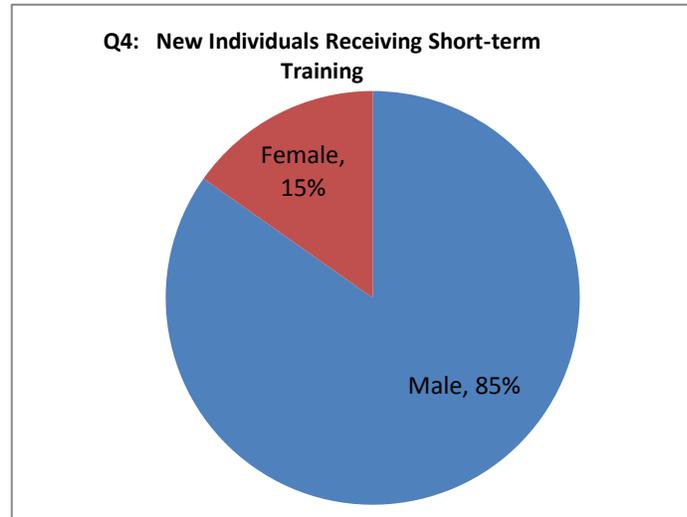
Access to finance workshop

This quarter, a total of 95 mill owners attended access to finance workshops in Mvomero and Morogoro Urban district. Nine individuals (8 male, 1 female) had previously not received TC training during the year. Facilitators included commercial banks; micro-finance institutions, social impact financiers, SACCOs, the district land officer, cooperative development officer and lead entrepreneurs from two private companies. The workshop also gave an opportunity for processors to visit "financier booths" to learn one-on-one about financial products and services offered or to simply open an account with a commercial bank.

Study tours

Each quarter, the project organizes study tours for processors to deliver hands-on learning, networking and skills development with other industry players. This quarter, study tours were conducted with access to finance role models and to processing companies that have adopted fortification. No new individuals were reported in this activity.

Seven project clients visited Murzah Oil Mills and East Coast Oils and Fats, large-scale oil mills currently fortifying edible oils in Dar es Salaam. The processors received technical training on the oil refining process (degumming, neutralization, bleaching, deodorization and winterization), and the oil fortification process and relevant technologies used to calculate vitamin A levels, pre-blending and dosing. All seven processors are expected to be refining and fortifying their oils in early 2015.



The access to finance and role models study tour in Dar es Salaam, Arusha and Manyara regions connected participating processors to other successful entrepreneurs about the challenges, opportunities and successes in using external capital to invest in business.

Behavior change communications (BCC)

In Q4, BCC trained 1,376 “gatekeepers,” influential leaders respected by their communities, who can convince people to use MNP and other fortified products. Of that total, 923 were male and 453 were female; 94 came from the private sector. The BCC team used TC manuals on blended flour to train four female blended flour processors and 82 district trainers (TOT), 26 male and 56 this quarter.



Photo: Brie Blackledge, Abt Associates

Women attend TC-facilitated training in Manyara Region

IR 3.1: INCREASED AGRICULTURAL AND RURAL FINANCING

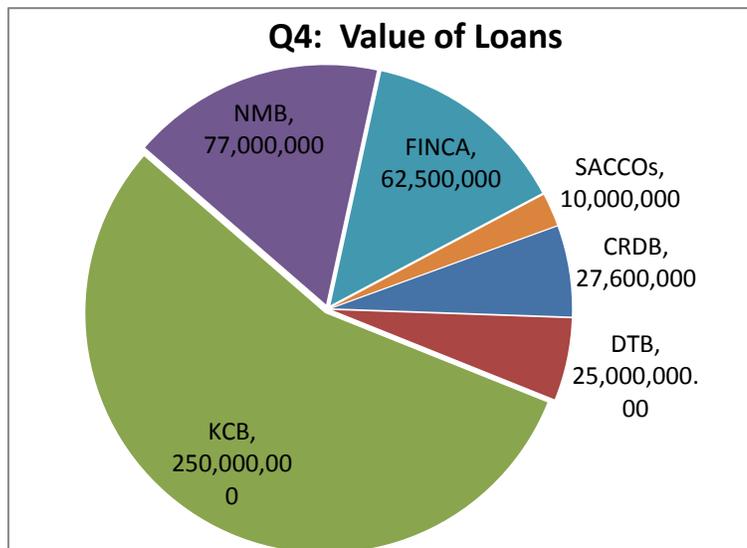
4.5.2(29) (RIA) Value of agricultural and rural loans

In FY14, Tuboreshe Chakula helped facilitate 56 loans valued at \$1,566,600. Since 2012, the total value of loans comes to over \$2.4 million. In Q4, loans totalled \$550,400. (See pie chart for sources of loans.)

Small Enterprise Activity

Morogoro

During Q4, 12 small-scale food processors (11 male, 1 joint) secured a record commercial loans valued at TZS 371,100,000 (\$219,784) sourced from commercial banks and a savings and credit cooperative, SACCOS. This record value was directly due to project access-



to-finance workshops in all three districts of Morogoro region, which targeted 120 processors (40 from each district) and connected them to finance role models from successful food processing businesses. A total of 34 loan applications were submitted to various financial institutions for consideration. Financing institutions awarding loans this quarter were (see table for details of each loan):

- NMB Bank: Seven processors secured loans valued at TZS 67,000,000
- CRDB Bank: Three processors awarded TZS 22,600,000
- FINCA: Two processors secured TZS 21,500,000
- KCB: One processor awarded TZS 250,000,000
- TUR SACCOS: One processor secured TZS 10,000,000

Company name	District	LOAN (TZS)	Uses
Mambo ya Yesu Rice Mill	Morogoro urban	250,000,000	Purchase of raw material
Sun Africa Mills	Morogoro urban	16,000,000	Purchase of raw materials
Kuyenga Mills	Morogoro urban	1,500,000	Purchase of raw materials
White Super Sembe Mill	Mvomero	15,000,000	Purchase of raw materials
Rahisi Mills Mayinga	Mvomero	10,000,000	Finalize plant construction
Mathias John	Mvomero	14,000,000	Purchase of raw materials
Minduson Milling Machine	Kilombero	20,000,000	Purchase of raw materials
A.M. Mills	Kilombero	5,000,000	Purchase of raw materials
Munisi Milling Machine	Kilombero	2,600,000	Purchase of raw materials
Nazareti Rice Mill	Kilombero	15,000,000	Purchase of raw materials
Makwaya Kwa Juli Rice Mill	Kilombero	15,000,000	Purchase of raw materials
Shahadra Rice Mill	Kilombero	7,000,000	Purchase of raw materials

Dodoma

During the quarter, five small-scale food processors (all male) secured TZS 40,000,000 in commercial bank loans, a result of project investment in access-to-finance business services, linkages to external service providers and visits to best performing clients, who explained the benefits of using accounting firms. Processors, who are often hesitant to pay for outside accounting services for reasons of transparency as well as cost, are beginning to see that banks are more willing to loan to firms that have transparent accounting practices and quality record keeping and accounting systems. Seven pending loan applications are now undergoing evaluation at the banks.

Manyara

In Q4, two sunflower oil processors in Manyara region secured TZS 41,000,000 in loans from FINCA (see table for details):

Company Name	District	Loan (tzs)	Uses
Tanzania One Dinge Sunflower Oil Mill	Kiteto	30,000,000	Working capital for purchasing raw materials (sunflower seed), purchasing an expeller machine and constructing a new building
Cheupe Investment	Kiteto	11,000,000	Working capital for purchase of raw materials (sunflower seed)

Medium Enterprise Activity

Three medium-scale processors acquired loans valued at TZS 461,606,100.

- **Jackma Enterprises** will use a working capital loan of TZS 50 million to buy raw materials.
- **Shafii Sunflower Oil** received a TZS 111,606,100 loan from Root Capital, stemming from TC's East Africa regional study tour last year, which linked project clients to Root Capital. Clients on the study tour began to understand how purchase order financing works and could

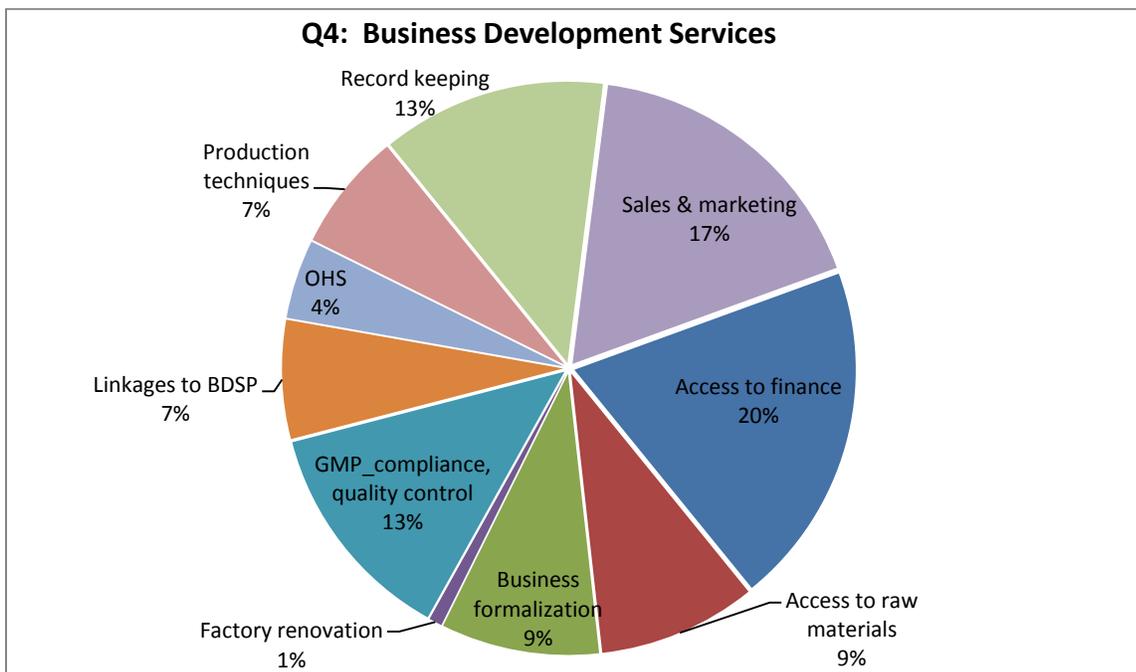
begin to see how this financial product might work for their business. Just over 50% (TZS 58,450,000) of the loan will be invested as working capital and the balance of TZS 53,156,100 was used to purchase new expellers for the factory.

- **Kibaigwa Flour Supply** successfully secured TZS 300 million from Match Maker Group, a local consulting firm that recently launched an impact investment fund. Kibaigwa is using this debt capital to purchase raw materials and construct a new processing facility with warehouse and storage capacity.
-

IR 3.4.1: INCREASED COMPETITIVENESS OF AGRO-PROCESSORS

4.5.2(37) (S) Number of MSMEs receiving Business Development Services (BDS)

Tuboreshe Chakula provided BDS to 566 processors in FY15. In Q4, 116 small-scale processors (99 male, 11 female, 6 joint) received new BDS support from the TC project (see pie chart for types of BDS).



Small Enterprise Activity

Morogoro

During Q4, 45 small-scale processors (42 male-owned, 3 female-owned) received BDS support in record keeping, business and financial management, access to finance, business registrations, markets and marketing, production techniques, linkages to private service providers, market research, and factory renovation and expansion.

Dodoma

This quarter, 37 small-scale processors (28 male, 8 female, 1 joint owned) received BDS support in record keeping, business and financial management, access to finance, business registrations, markets and marketing, production techniques, linkages to private service providers, market research, and factory renovation and expansion. The team exited 43 clients and graduated 14 clients, part of an ongoing process; by December 2014, the team will have exited or graduated 98 clients. TC began this process in the first quarter of FY14 by discussing with clients areas for business improvement and the rationale for

exiting/graduating them. The plan was shared with the local ward and district government leaders. So far five clients who will graduate/exit have signed Memoranda of Understanding with TC.

Manyara

Photo: Gilbert Kessy, Abt Associates



TC business advisor Epimaki Boniface (at right) discussing plant renovation with Peter Shirima, owner of New Kiteto Small Scale Investment

During the quarter, 23 processors received BDS support on access to finance, record keeping, sales and marketing, business formalization, raw material access, market research and business plan development.

Market research and sales and marketing advice gave processors strategies to access new markets and sales outlets. Clients were advised to take loans to purchase machines and build and repair buildings as well as for working capital for expansion.

TC advised clients to purchase maize and sunflower seed to process and sell at periods of high demand. Project staff also recommended that clients register their business names and renew/obtain business licenses.

Furthermore clients were advised in proper record-keeping, which helps them accomplish several vital tasks: business analysis, preparation of business plans, and accessing loans from financial institutions.

Medium Enterprise Activity

Linking Clients to Financiers

A central component to BDS in FY14 was linking clients with financiers to secure loans. In Q2, **Furaha Oil Mills** was advised to open an account at Amana Bank, a local commercial bank that provides Islamic financing. By making daily transactions through his bank account, he was able to establish a relationship with Amana, thus developing the credibility to access commercial loans after six months. Furaha's growth strategy hinges on its ability to purchase large volumes of raw materials for processing.

Also in Q2, **Jackma Enterprises** received TC advisory services on outsourcing the supply of sunflower seed through linkages with contract farmers, which allows the company to invest in suppliers to ensure higher-quality raw material, which means better-quality oil and less foreign material in the seeds. By developing these contract farming agreements, Jackma also has a guaranteed seed supply.

In Q1, **Kimolo Super Rice** received TC assistance in writing a concept note and a detailed proposal to access a competitive grant from Kilimo Trust Fund. After being selected in the first round, the enterprise has submitted necessary materials for round two selections and is awaiting feedback.

In Q3, **Flap Sunflower Oil** received BDS support in loan management skills after being at risk of default with a local financier. Key activities included discussions on how to manage loan records, developing and implementing a spending plan, and repayment options. TC also encouraged Flap to explore alternative sources of financing, and as a result, is in discussion with an equity investor to gauge interest in investing in the business and absorbing the outstanding loan.

Improving Financial Management

TC strongly encouraged processors to enter into service agreements with independent local business development service providers like SIDO, TCCIA, PASS, as well as with authorized accounting firms for their business growth and sustainability. Areas ripe for collaboration include business plan development, feasibility studies for new investment opportunities, financial management services, BRELA registration, and audited financial account services. In FY14, all medium-scale clients responded to this advice, entering into contracts with accounting firms for annual financial audits and other financial management services. For example, the managing director of Udzungwa Grain Mills, who was hesitant to share his records when first working with Tuboreshe Chakula, has since said he now understands the necessity of proper recordkeeping for tax evaluation. Udzungwa has begun keeping consistent records through system controls and discovered loopholes where money was missing.

Kimolo, Chamwino, Kindai, Three Sisters, Glory, and Kibaigwa Flour were linked to certified public accountants Damodar and Adolph Associates for preparation of financial and audited reports. TC assisted **Magugu Farm's** seven sales staff to coach the company's new bookkeeper on proper recordkeeping with basic computer software to track daily financial transactions. In addition, a new staff accountant and sales team were oriented on new job descriptions and briefed on attributes of quality service such as self-confidence, planning, ambition, communication skills, and ability to meet customer preferences.

Sales & Marketing and Business Plan Development

In collaboration with Partners in Food Solutions—a non-profit which taps volunteer expertise from four major food companies: General Mills, Cargill, Royal DSM and Bühler—Tuboreshe Chakula staff identified six clients as a good fit for business plan development support. An additional five clients have begun formal engagement with PFS volunteers in developing comprehensive sales and marketing plans.

New or updated business plans sometimes address a specific need. In Q1, the managing director at **Katundu Traders** was asked by Root Capital to develop a business plan with financial projection analysis for a TZS 350 million loan. Mr. Katundu and Tuboreshe Chakula, in collaboration with PFS volunteers, are developing this business plan.

In Q4, six processors—**Kindai, Kibaigwa, Kimolo, Jackma, Magugu, and Shafii**—were advised on best practices in identifying outlets and distribution channels for existing markets. As a result, these processors participated in a national SIDO exhibition in Arusha and the Nane Nane event in Morogoro. This exposure allowed these processors to expand wholesale outlets and open new selling points.

Chamwino Super Sembe and **Kimolo** were advised on proper pricing strategy to clear old stock by setting a lower price during high season, reducing significant losses, and how to increase market penetration by establishing more sales outlets. TC also linked Kimolo, Amairmi, and Best Animal Feeds to business service providers specializing in promotional materials, banners, fliers, and business cards.

Shafii was advised on strategies for increasing sales by identifying three potential new distribution points in Babati. As a result, the client received assistance on barcodes registration from GSI as a means to promote new markets for its sunflower oil. After participating in the TC best-in-class tour, Shafii has expanded its market to Nairobi and Mombasa.

TC discussed sales strategies with the **Magugu Farm** sales team at their central selling center in Arusha, during which these seven staffers explored how to identify their customer base and their needs, the importance of quality customer service, retention, and how to handle difficult customers.

Chamwino and **Kimolo** were advised on improving their storage facilities by installing metal silos in their processing plants, which reduces the likelihood of contamination. TC also explained post-harvest handling techniques to maintain quality, protect food safety, and reduce losses.

Tuboreshe Chakula has been working with processors to find manufacturers of minimum-quality bags in small quantities at affordable prices (packaging manufacturers of high quality bags usually require large orders that can cost up to \$1,500). TC linked several processors—**Kindai Super Sembe, Katundu Traders, Mkude Maize Mill, Kilonda, Rahisi and Kibaigwa Flour Supply**—to package designers and manufacturers who designed new bags bearing a fortification logo and required nutritional information. Several additional clients following the same process will be reported in Q1 of FY15.

Market Analysis

For due diligence towards business plan development for select clients in Morogoro and Dodoma, TC conducted market situation analyses in Dar es Salaam, Arusha, Manyara, Dodoma and Morogoro regions. The analysis—which established the availability and marketability of processed fortified food, specifically maize and sunflower—will help entrepreneurs define major competitors, pricing, and packaging varieties, and highlight opportunities for entering new markets.



Photo: Atiba Amalile, TechnoServe

Sebastian Msola, Director, Kibaigwa Flour Supply, inspects construction of new production site, a project facilitated in close collaboration with TC's enterprise development team

During the analysis, the enterprise development team observed continued limited promotion of fortified products and insufficient awareness of the nutritional benefits of consuming fortified foods. Most shop attendants, including owners, can't differentiate between fortified products and non-fortified. In fact, one of the shop attendants said that maize flour with fine texture is fortified while flour with wheat-like texture is considered as not fortified. TC advisors are planning an awareness promotion campaign targeting shop sellers.

Securing Supply Chains

Processors were advised to begin contract farming to improve access to maize and sunflower seed. Four medium-scale maize processors focusing on fortification—**Kindai, Chamwino, Kibaigwa, and Magugu**—were linked to village agricultural commodity warehouses (seed banks) and the National Food Reserve Agency for accessing raw materials. TC also linked these processors to financiers offering agricultural product loans e.g. Match Maker Associates, Root Capital, and Equity for Tanzania.

As per national fortification strategy, two clients—**Kibaigwa Flour Supply** and **Kindai**—received advice on how to promote and introduce new products to the market. TC recommended the clients start aggressively marketing their fortified maize flour to retailers, wholesalers and consumers; to show the benefits of fortified maize flour; and to create a positive image of fortified foods.

Equipment Installation and Production Expansion



Photo: Atiba Amalile, TechnoServe

Kindai Super Sembe renovation in Dodoma, ready to start fortifying

Chamwino Super Sembe, KFS and Shafii were assisted in planning new production facilities located in industrial areas that require minimum good manufacturing practices (GMP). These processors initially had their production facilities in residential areas, which limits expansion and makes it difficult for the business to be registered by either TBS or TFDA as most of them do not meet zoning regulations.

In-house laboratories are crucial to help processors maintain quality control as product passes through various production stages. TC and Partners in Food Solutions assisted **Uncle Milo** and **Jackma Enterprise** to identify important mini-lab tasks that can be accomplished in-house versus those that need outside technicians. Lessons learned from this process will be disseminated to all processors who plan on refining and fortifying oil.

In Q4, Tuboreshe Chakula assisted **Best Animal Feeds** with outsourcing and installing a premix blending tank to enable the company to fortify its oil—becoming the first sunflower oil processor in Tanzania to do so. Processors interested in fortifying sunflower oil were linked to local fabricators at SIDO and other suppliers who can build a premix blending tank matching the production capacity of the company and made from food-grade materials. The remaining challenge is where to purchase the required premix.

Product Registration

Flap, Glory Farm, and Three Sisters were given BDS on TBS and TDA registration. Three Sisters applied for TFDA registration of their crude oil; the product passed all specifications except color. Because they found it difficult to comply with crude oil standards, they are considering registering their product as refined oil. Glory Farm, still facing difficulties in complying with TBS color requirement standards, was advised to experiment with heating the oil to a higher temperature to solve the problem. TC also talked to TFDA officers about delays in registration, a challenge facing several processors.

4.5.2(43) (RIA) Number of firms operating more profitably

In FY2014, 509 clients out of 733 (69.4%) are operating more profitably this year than they did last year. This was an improvement over FY13, in which 262 out of 405 (64.7%) operated more profitably. The cumulative total is 887 (116 in FY12, 262 in FY13, 509 in FY14) or 69.6% of TC clients operating more profitably since the project started.

Custom Indicator #81: Number of grants awarded to associations, clusters and individuals

In FY14, Tuboreshe awarded six grants for dosifiers (machines used to fortify maize meal). Three oil refineries are being installed with a rated capacity of producing 10 MT of fortified oil per day each. A survey of clients who received moisture meter grants found that 99% reported the meters improved their product. In FY15, the project will award grants for 50 dosifiers and up to four micro-feeders for maize meal fortification, in addition to 15 moisture meters.

IR 3.4.2: ENHANCE THE CAPACITY OF FOOD PROCESSING INDUSTRY ORGANIZATIONS

Custom Indicator #79: Number of processor organizations undertaking capacity building

In FY14, TC exceeded by 150% the target of agro-industry processors undertaking capacity building. Seven new associations were developed and supported by Tuboreshe Chakula. (*See Annex D*). Existing associations UAMBE, DOFPA and Mlimbi Millers went on study tours, and the project facilitated WANAMVOTU from Mvomero to register as a SACCOS to allow them to have access to credit.

TC originally facilitated the formation of District Food Fortification Committees as public-private partnerships outside the formal district council structure. Members include key district officials, experts, academics, processor representatives, doctors, and business advisors. These committees were supposed to oversee fortification activities at the district and municipal levels, making evaluations and changes whenever necessary. However, these committees have proved non-functional without project support, as there was no government budget line set aside for it. As an alternative, the project has suggested that the district/municipal councils incorporate the activities of the fortification committees into the nutrition steering committees within the government structure.

In Q4, there were no new agro-industry processor associations supported by the project, which continued working with the old ones, including **Central Zone Sunflower Oil Processors Association (CEZOSOPA), KUNAMO, DOFPA, and UWAMAKI**. CEZOSOPA requested funding to train its food technologist, who currently collects sunflower oil samples from association members for testing at CEZOSOPA lab and at Tanzania Bureau of Standards (TBS). KUNAMO requested the project fund a study tour to Wasindikaji Nafaka Mansese (WANAMA) in Dar es Salaam.

IR 8.2: STRENGTHENED INSTITUTIONS

Custom Indicator #80: Number of GoT institutions undertaking capacity building

In FY14, TC exceeded the target for GoT institutions undertaking capacity building by 400%. Eight new GoT institutions were supported. TC was selected to be the lead agency for the National Food Fortification Alliance to establish a marketing brand for fortified food products nationwide.

A massive MNP campaign at district level was conducted in February that trained 374 “gatekeepers” drawn from the local government authorities—district councils down to ward levels—in eight districts on the mainland and two districts in Unguja and Pemba. This training strengthened awareness about nutritious and fortified foods to be consumed by the vulnerable groups in the communities.

In Q4, at the Nane Nane (Farmers Day) exhibition in Morogoro, Tuboreshe Chakula showcased its commitment to provide technical advisory and business development services to processors and to potential consumers of fortified maize flour (*sembe*), MNP, blended flour and oil. During the event, project staff carried out practical demonstrations and distributed educational materials. Large numbers of the public and Tanzanian government officials visited and expressed interest in learning how fortification is carried out at the mill and household level.

Also in Q4, government officials working with communities on nutrition issues in eight districts were trained as trainers on blended flour preparation and use and facilitated blender training. Local leaders collaborated with TC staff in facilitating mini-campaigns at ward level in eight districts aimed at spreading awareness of fortified products. This resulted in closer working arrangements with three government ministries: Agriculture, Community Development, and Livestock and Fisheries.

Photos: Amos Mkezwa, TechnoServe



At Nane Nane in August, TC staff demonstrates a dosifier (at left) and display client products

IR 6.3: INCREASED CONSUMPTION OF NUTRITIOUS PRODUCTS

In FY14, Tuboreshe Chakula carried out an extensive social marketing campaign in eight districts to promote sales and consumption of MNP and other nutritious foods. Activities included mass education on MNP; entertainment from cultural groups; question-and-answer sessions; cooking demonstrations and feeding children porridge fortified with MNP; radio jingles and exhibitions of fortified maize flour and blended flour. The campaign also sensitized women with young children at clinics, traders selling MNP, and school children; plus training of “gatekeepers,” leaders who are respected by the community and are able to influence people to use MNP. The campaign was also conducted on Zanzibar (Unguja and Pemba). The campaign directly reached an estimated 25,000 people, plus another 37,000 indirectly through TV, radio and newspapers. This main campaign was followed up by 40 mini-campaigns, explained in more detail below.

TC finalized development of two books in Swahili on nutrition and processing for blended flour processors, the first to be used by facilitators and the second by participants. The books were used for training 75 blended flour processors and 84 district trainers (training of trainers). The draft books have been sent for endorsements from the Chief Medical officer of the Minister of Health and Social Welfare Chief Medical Officer and the Managing Director of TFNC.

Tuboreshe Chakula’s Dr. Generose Mulokozi received

CONSUMPTION DATA for FY 2014*

- Consumption of MNP: 29% of households with <5s
- Over 1.7 million sachets of MNP distributed
- Fortified oil found in the HH: 33%; of households
- Consumption of blended porridge: 52% of households
- Recognition of Virutubishi brand: 76% of households
- Recognition of fortification logo: 36% in HH; 52% by shopkeepers; 88% by millers

*Random household and shop survey, September 2014



Clockwise from top: Main campaign event at Kiteto-Engusero ward, Diongoya Councilor (Mvomero district), and Nkaiti Councilor (Babati DC) feed children MNP-fortified porridge.

Photos: Stanford Ngassalah, Abt Associates

an award for the best poster presented at the June 2014 global micronutrient forum in Addis Ababa, Ethiopia. The poster was titled, “Commercial Promotion of Micronutrient powder for infants and young children in Tanzania.”

In FY14, TC collaborated with government and NGO partners in:

- Development of national social behavior change communication strategy (SBCC) communication strategy
- Development of national SBCC advocacy tool for policy makers
- National Food fortification Alliance (NFFA) task force committee to select an advertising agency to develop a marketing campaign promoting fortified foods in Tanzania
- National multi sectorial working group for nutrition

Custom Indicator #86 Sales to consumers of nutritious foods

In Quarter 4, project BCC staff was intensely involved in two-day MNP mini-campaigns in 40 wards in all eight target districts, which reached 26,350 persons including children under five years of age. Some traders were invited to sell MNP at campaign venues to the general public; the events attracted buyers and some new traders who were willing to start selling MNP. TC staff and local officials used the project vehicle’s PA system to address large community gatherings and direct them to nearby shops selling MNP.

Through trade visits, TC staff continued to ensure an adequate supply of MNP, informational materials and advice on marketing strategies. These visits included 48 shops in Morogoro, 32 in Dodoma and 29 in Manyara.

Three radio stations in Dodoma, Morogoro and Babati aired radio spots developed by TC and participated in live radio talk shows on fortification and MNP. Project staff, in collaboration with district officials from health and nutrition sectors, participated in the monthly talk shows that answered questions asked by the general public.

Radio spots aired and live talk shows conducted from July to September 2014

Region	Local Radio Stations	Number of days July 2014 to Sept 2014	Frequency (Number of spots per day)	Total spots purchased	Bonus spots offered	Total number of spots aired
DODOMA	Dodoma FM Radio	90	3	270	384	654
MOROGORO	Abood FM	90	3	270	480	750
MANYARA	Tripple "A" FM	90	3	270	120	390
Total number of spots for Dodoma, Manyara and Morogoro regions				810	984	1,794
Total number of live talk shows conducted in three regions (1 each month)						9
Total number of live TV shows broadcasted on Abood TV in Morogoro						2

Custom Indicator #87: Households with children under 5 years that consume MNP weekly

An MOU has been signed with Phillips Pharmaceuticals who has agreed to include MNP as part of its product offering, and which has an existing distribution network to over 1800 pharmacies throughout the country. Phillips has also agreed to avail MNP to other retailers at a wholesale price. Tuboreshe staff

is working closely with the 90-person Phillips marketing team to educate them on sales strategies and behavior change strategies that lead to regular purchase of MNP. It is our hope that Phillips finds this to be a profitable product line, in which case it will order stock directly from any manufacturer.

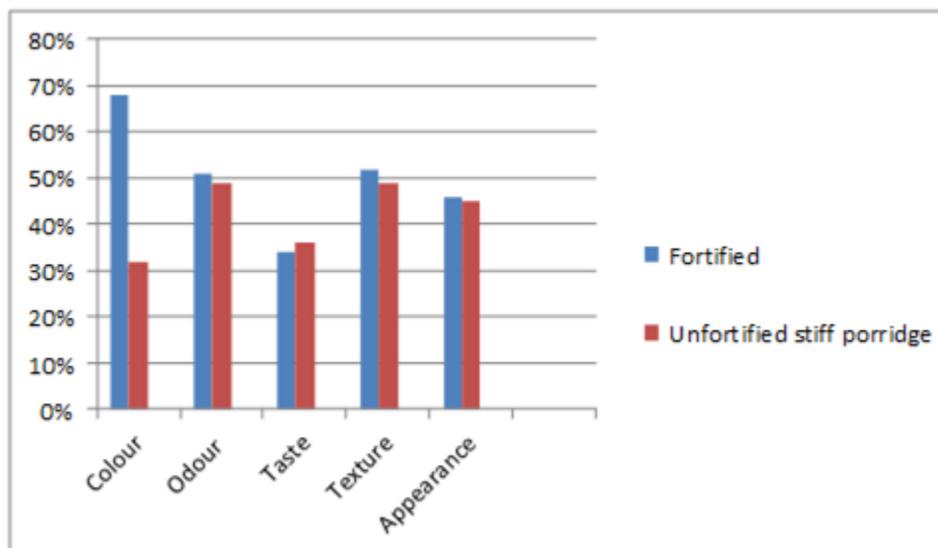
During Q4, the BCC team focused primarily on the mini-campaigns, but they were also able to conduct a few follow up visits to reproductive and child health (RCH) clinics. These visits sensitize women with children aged 6 months to 5 years on consumption of MNP and fortified foods. *See the table for details on RCH clinic visits per district:*

MNP DISTRIBUTION FROM JULY TO SEPTEMBER 2014			
Region	District	Cartons	Sachets
Morogoro	Morogoro Municipal	13	29,952
	Kilombero	2	4,608
	Mvomero	2	4,608
	Sub total	17	39,168
Dodoma	Dodoma Municipal	7	16,128
	Kongwa	11	25,344
	Sub total	18	41,472
Manyara	Babati Urban		1,152
	Babati Rural		1,152
	Kiteto		6,912
	Sub total	4	9,216
	Grand total	39	89,856

Custom Indicator #49: Households that consume fortified maize meal or oil weekly

The project spearheaded the National Food Fortification Alliance (NFFA) task force committee to initiate the procurement process for a marketing agency a national campaign to promote consumption and build consumer awareness and trust of fortified foods nationwide. The selected marketing agency will start its work next quarter to rolling out a multimedia campaign.

The project conducted organoleptic (sensory) taste tests to assess the degree of acceptability of products prepared with fortified or unfortified maize flour (*see graph below*). Three products—flour samples, porridge and ugali—were prepared using fortified and unfortified maize flour. These were



coded and presented to untrained panellists, who evaluated the samples and stated their preference using five parameters (taste, smell, colour, texture and general appearance). Generally, all products were accepted, and there was no significant difference in scores.

Custom Indicator #85: Households that consume at least one blended product weekly

TC finalized development of two books on nutrition and processing for blended flour processors: one for facilitators and another for trainees. The draft books were used for training 75 blended flour processors and 84 district trainers this quarter. The 80 trainers from Tanzania mainland and four from Zanzibar are resource people for the regions and districts who will be training new blended flour processors and thus ensuring sustainability of the activity. The books are waiting for endorsements by the permanent secretary and the chief medical officer of MoHSW.



Eight groups of blenders participated in a TC-organized peer-to-peer visit in Arusha to learn business management, blending technologies, machine operations, packaging and Good Manufacturing Processes.

Photo: Stanford Ngassalah, Abt Associates

Custom Indicator #50: Households that recognize social brands



Results from a random September survey indicate that 76% of households recognize the MNP sachet, and 36% recognize the fortification logo. Strangely, 65% of the shops were selling fortified oil, but only 52% recognized the fortification logo. The advertising agent to be recruited will be charged with boosting recognition of the fortification logo.

ACTIVITIES IMPLEMENTED IN ZANZIBAR

With a new TC social marketing specialist employed on Pemba, the project recorded distribution of five cartons and 10 primary boxes for a total of 12,960 MNP sachets. Activities on Pemba mainly focused on community sensitizations, follow-ups and support supervision to 38 primary health care units to promote MNP consumption to mothers and caregivers of children aged 6 months to 5 years. TC visited 70 shops selling MNP to ensure adequate MNP stock and educational materials. The 70 included 14 shops that started to sell MNP in Q4.



Q4 MNP DISTRIBUTION

ZANZIBAR	SACHETS
Pemba	3,744
Unguja	9,216
Total Distributed	12,960

KEY ACHIEVEMENTS/RESULTS

In FY 2014:

- Tuboreshe Chakula exceeded 10 of 15 FY14 targets (*see Annex A*)
- Seven clients are fortifying maize flour; three clients are partially refining sunflower oil
- Value of loans facilitated by the project in FY14 has topped \$1.5 million, over \$2.4 M since FY12
- TC graduated/deactivated 267 processors (out of 733) in FY14
- 134 businesses will graduate from project by December 2014
- 158 businesses registered with BRELA in FY14
- 17 processors were certified by TFDA, allowing them to begin fortifying their products
- Ten businesses renovated their milling facilities

In Quarter Four:

- Two processors built new milling facilities.
- Three processors purchased minivans that have improved distribution from mill to shops.
- Four clients participated in a study tour with large-scale oil processors in Dar es Salaam, learning about requirements for refining (degumming, neutralization, bleaching, deodorizing and winterization), fortifying (calculating the required level of vitamin A) and proper packaging.
- TC implemented MNP campaigns in 40 wards to create demand for MNP and fortified foods.
- TC spearheaded the NFFA task force committee to initiate the procurement process for a marketing agency to develop branding of fortified foods nationwide.
- TC signed an MOU with a new distributor for MNP, Phillips Pharmaceuticals.
- The BCC team finalized two blended flour books for facilitators and processors.



TC supported processors on a study tour in Dar es Salaam with the market leader in sunflower oil processing, Murzah Oil

Photo: Atiba Amalile, TechnoServe

CHALLENGES

CHALLENGE	SOLUTION
Shortage of BCC in Morogoro is slowing down implementation of BCC activities	Efforts underway to recruit new BCC staff for Morogoro region
Slow sales of MNP attributed to expiry of MNP in November 2014	Donate the remaining MNP for promotion to other districts
Very low consumption of MNP in Morogoro urban	Do a qualitative survey and focus groups to identify the cause of the problem
In the areas where mini-campaigns were conducted, communities have demanded fortified foods.	Increase the number of processors fortifying maize flour; processors currently fortifying should expand market outlets to reach the communities.
Some clients have failed to get loans due to lack of assets or because they are not TFDA-certified	TC facilitated village land committees to acknowledge processors' land ownership and worked with clients to become TFDA-certified.
The price for sunflower has risen due to external buyers undercutting local traders and buying up all the sunflower seed.	Clients have been advised to access loans and use available warehouses to store seed.
The number of dossifiers is still small to consume the available premix	Processors are encouraged to buy their own micro-feeders
Agro-processor association development has been slowed by members' inability to reach consensus on constitution and registration requirements.	Conduct seminars so that processors understand various types of organizations they can establish to achieve the objective of working legally as a group.
Delays in getting government institutional support for implementing planned project activities, e.g. TBS providing MNP standards	Continuous follow up.

PLANNED ACTIVITIES FOR FY15

- Focus on producing and marketing fortified food products by restructuring the project into product teams backstopped by a cross-cutting services team.
- Conduct a business operation assessment of 57 maize processors expected to be fortifying maize flour to determine their supply chain constraints and work with them to rectify the situation.
- Explore fortification technology options and link processors to technology suppliers.
- Conduct local marketing campaigns in each district where processors are fortifying.
- Conduct workshops and possibly best-in-class visits to assist processors to upgrade to the fortification process.
- Provide tailored business development services to clients who are ready to invest in fortification and refining technologies.
- Develop three bankable business plans for clients to allow for mapping out opportunities and strengths for their businesses

- Explore ways to include semi-refining and other fortification technologies to ensure increased production and consumption of fortified oil.
- Continue linking graduated clients with other stakeholders and external services providers such as seed producers Agricultural Seed Agency, Sokoine University of Agriculture; label and packaging designers; and access to finance for various fortification technologies.
- Identify other suppliers and distributors of premix in Tanzania.
- Graduate 81 clients from Babati rural, Babati urban and Kiteto.
- Support associations to develop strategy and business plans focused on membership services and sustainability through leadership seminars.
- Link miller clusters to TFDA to obtain certification to fortify maize and oil.
- Encourage and support female leaders of agro-processor/blender associations.
- Strengthen capacity of TFDA to certify mills for fortification.
- Strengthen district/municipal Food Fortification Committees.
- Support policy lobbying associations and local private entities on fortified oil and maize.
- Continue support to TBS, MOHSW, TFNC, NFFA on food fortification

CROSS-CUTTING ISSUES

- In Q4, TC participated in food fortification workshop in Arusha organized by the Tanzania Food and Drugs Authority and the Affordable Nutritious Foods for Women (ANF4W).
- In FY2014 TC advised 126 clients on how to improve the environment around and inside their mills with improved technology and management practices and BDS, which promotes occupational health and safety, technology upscaling and factory renovation or construction of more environmentally-friendly facilities.

FINANCIAL SUMMARY

ACCRUAL INFORMATION	
Quarter Ending:	SEPTEMBER 30, 2014
Organization Name:	Abt Associates Inc.
Grant Number:	EDH-I-00-05-00005-00
Total Estimated Cost:	\$22,000,000
Starting Date:	April 8, 2011
Ending Date:	February 26, 2015
Cumulative Expenditure from Inception to September 30, 2014	\$16,616,754.76
Total Expenditure for Current Quarter: July 1 to September 30, 2014	\$1,944,902.72
Planned Average Monthly Expenditure for October 1 to December 31, 2014	\$746,406.00

ANNEX A: PERFORMANCE AGAINST PMP INDICATORS

FTF PROCESSING AND CONSUMPTION PROJECT							
INDICATOR NUMBER	INDICATOR TITLE	FY14 TARGET	FY 14 Actual				TOTAL/ % ACHIEVED
			Q1	Q2	Q3	Q4	
4.5.2-5 (RiA)	Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance	550 cumulative	567	621	699	776	776/141%
Sex of Owner	Female		16	5	8	10	39
	Male		155	47	69	65	336
	Joint		13	2	1	2	18
Status	New		184	54	78	77	393
	Continuing		383	567	621	699	766
Up-scaling technology	Number of processors fortifying with dossifiers or micro-feeders		0	0	7	0	7
	Number of processors refining oil		0	0	1	2	3
	Number of processors using moisture meters		15	0	0		81
4.5.2-7 (RiA)	Number of individuals who have received USG supported short term agricultural sector productivity / food security training	500	298	819	333	1527	2977/595%
Sex	Female		64	500	99	521	
	Male		234	319	234	1006	
Sector	Processors		295	444	278	156	
	People in Government		3	375	55	1371	
4.5.2-29 (RiA)	Value of Agricultural and Rural Loans	\$400,000	\$335K	\$27.5K	\$653.7K	\$550.4K	\$1,566,600/392%
Sex of Owner	Female		0	0	\$70K	0	\$70K
	Male		\$335K	\$24.5K	\$546.7K	\$363.7K	\$1,269,900
	Joint		0	\$3K	\$37K	\$186.7K	\$226,700
Scale	Small Scale		\$41K	\$27.5K	\$174.8K	\$272.3K	\$515,600
	Medium Scale		\$294K	0	\$478.9K	\$278.1K	\$1,051,000

INDICATOR NUMBER	INDICATOR TITLE	FY14 TARGET	FY 14 Actual				TOTAL/ % ACHIEVED
			Q1	Q2	Q3	Q4	
4.5.2-37 (S)	Number of MSMEs receiving business development services from USG assisted sources	165	195	112 (revised)	143	116	566/343%
Sex of Owner	Female		15	9	30	11	65
	Male		171	96	112	99	478
	Joint		9	7	1	6	23
Scale	Small Scale		187	106	137	116	546
	Medium Scale		8	6	6	0	20
4.5.2-43 (RiA)	Number of firms operating more profitably (at or above cost) because of USG assistance	400 cumulative	-	-	-	509	509/127%
Custom #81	Number of enabling grants awarded to processors, clusters, associations	35	0	0 (revised)	0	6	6/17%
Custom #79	Number of agro-processing industry organizations undertaking capacity strengthening	4	4	0	2	0	6/150%
Custom #80	Number of GoT institutions undertaking capacity strengthening	2	0	2	3	3	8/400%
Custom #86	Percent change in sales to consumers of nutritious foods (reported annually)	17%	-	-	-	14%	84%
Product	Fortified Maize	-	-	-	-	0	
	Blended Flour	-	-	-	-	6%	
	Cooking Oil	-	-	-	-	33%	
	Micronutrient Powder	-	-	-	-	18%	
Custom #87	Percent of households with <5s that consume MNP weekly (reported annually)	16%	-	-	-	29%	181%
Custom #85	Percent of households that consume at least one blended product weekly (reported annually)	55%	-	-	-	52%	95%
Custom #49	Percent of households that consume at least one fortified product weekly (reported annually)	16%	-	-	-	16%	100%
Custom #50	Percent of households that recognize social brands of fortified products (reported annually)	22%	-	-	-	36%	164%

ANNEX B: SEPTEMBER 2014 RAPID SURVEY RESULTS

HOUSEHOLDS (319 Total)

ITEM	%age
MNP Consumption (of 221 households w/ children <5)	29
Blended Flour Consumption	52
Households that know about fortified oil	8
Household that consume fortified oil	33
Households that consume fortified sembe	0
Households that recognize MNP sachet	76
Households that recognize fortification logo	36

SHOPKEEPERS (245 Total)

7 DAY VOLUME RECALLS SOLD						
	Blended Flour (kg)	Fortified Maize (kg)	Fortified Oil (L.)	Rice (kg)	MNP (sachets)	Logo Recognition
Frequency	6	3	126	66	43	132
Totals (kg)	12	175	6,741	686	766	
Percent of shops	2%	2%	63%	33%	14%	52%
Average (kg)	2	58	54	10	18	

PHARMACIES (43 Total)

ITEM	Frequency	Percent
Selling MNP	6	14%
Selling at correct price	5	83%

ANNEX C: GRANTS FY 2013-15

ITEM	FY2013	FY 2014	FY 2015 (planned)	TOTAL
Moisture Meters	83	0	15	97
Dosifiers	-	6	50	56
Oil Refineries	3	-	-	3
Rice Mills	6	-	-	6
Maize Mills	2	-	-	2
Micro-feeders	-	-	4	4
TOTALS	94	6	69	169

ANNEX D: CAPACITY STRENGTHENING

LIST OF ASSOCIATIONS, PUBLIC AND PUBLIC-PRIVATE PARTNERSHIP

FY	Associations	Public Sector Institutions
2012	<ol style="list-style-type: none"> 1. Central Zone Sunflower Oil Processors Association (CEZOSOPA) Dodoma 2. Tanzania Sunflower Processors Association (TASUPA) Dodoma 	<ol style="list-style-type: none"> 1. Tanzania Food and Drug Authority (TFDA) 2. Tanzania Food & Nutrition Centre (TFNC) 3. Tanzania Bureau of Standards (TBS)
2013	<ol style="list-style-type: none"> 3. Dodoma Food Processors Association (DOFPA) Dodoma 4. Wasindikaji wa Nafaka wa Mvomero na Turiani (WANAMVOTU) 5. Umoja wa Wasindikaji wa Mafuta ya Mbegu (UMAMBE (BABATI)) 6. Wasindikaji wa Nafaka wa Mvomero na Turiani (WANAMVOTU) 7. Vijana Mbasa Association -Kilombero 8. Tanzania Women Food Processors Trust (Morogoro) 9. Umoja wa Wanawake wa Madizini (UWAMA)-Mvomero 10. Umoja wa Wasindikaji wa Mafuta ya Mbegu (UMAMBE (BABATI)) 11. Mang'ula "A" Farmers Association (Mafa) 12. Ifakara Millers Association (Kilombero) 	<ol style="list-style-type: none"> 4. Morogoro Municipal Council LGA, 5. Mvomero District Council LGA, 6. Kilombero District Council LGA, 7. Dodoma Municipal Council LGA, 8. Kongwa District Council LGA, 9. Babati Town Council LGA, 10. Babati District Council LGA, 11. Kiteto District Council LGA
2014	<ol style="list-style-type: none"> 13. Umoja wa Wasindikaji Mafuta (UWAMAKI) in Kiteto 14. Morogoro Municipal Sunflower Oil Processors Association (MOMSOPA) 15. Mlimba Millers Association 16. Kongano la Umoja wa Wasindikaji Nafaka Morogoro (KUNAMO) 	<ol style="list-style-type: none"> 12. Business Registrations and Licensing Agency (BRELA) 13. Tanzania Revenue Authority (TRA) 14. Small Industry Development Organization (SIDO) 15. Unguja –all 6 District Councils LGA 16. Pemba –all 4 District Councils LGA 17. Min of Livestock and Fisheries
	Public-Private Partnership	
2014	National Food Fortification Alliance (NFFA)	

GOVERNMENT MINISTRIES: Health and Social Welfare (MoHSW), Mainland; Ministry of Health – Zanzibar; Regional Administration and Local Government (PMO, RALGA) Mainland; Regional Administration and Special Forces (President's Office), Zanzibar; Industry and Trade (IaT); Agriculture, Food Security and Cooperatives (AFSaC); Finance; Community Development, Gender and Children; and Livestock and Fisheries

ANNEX E: MNP DISTRIBUTION

Sachets (1 gram)*

Quarter/FY	Dodoma	Morogoro	Manyara	Zanzibar	TOTALS
Q2 2013	115,200	430,848	29,952	-	576,000
Q3 2013	133,632	115,200	4,608	-	253,440
Q4 2013	115,200	69,120	11,520	-	195,840
Q1 2014	230,400	11,520	69,120	-	311,040
Q2 2014	4,608	9,216	18,432	135,936	168,192
Q3 2014	57,600	6,912	32,272	0	96,784
Q4 2014	41,472	39,168	9,216	12,960	102,816
TOTALS	698,112	681,984	175,120	148,896	1,704,112

*average consumption according to surveys is one sachet every two days

ANNEX F: FORTIFICATION

DOSIFIERS

Mill Name	Days since installed	Total active days	Total MT flour	KG flour per active day
Mkude's Milling	153	37	51.70	1,397
Kindai Super Sembe	145	72	218.20	3,031
Kibaigwa Flour Supply	132	39	35.92	921
Gabe Super Sembe	148	61	19.96	327
Rahisi Group Mills	143	60	68.83	1,147
Kilonda Mills	135	31	49.27	1,589
Katundu Traders Ltd	112	53	132.90	2,508
TOTALS	968	353	577.88	1,560

MICRO-FEEDERS

Mill Name	Days since install	Total MT flour	MT flour per day
Kibaigwa Flour Supply	2	4	2.0
Katundu Traders Ltd	21	100	4.8
TOTALS	23	104	3.8

ANNEX G: SUCCESS STORIES

With wife newly at helm, rice mill on the rise

USAID’s training for women millers paved way for this family business to gain skills, contacts and confidence



Neema Soini Kiko managing her husband’s rice mill in Morogoro.

Photo: Brie Blackledge, Abt Associates

“I have noticed good changes since my wife started managing the mill. I wonder why I did not assign my wife a managerial role earlier.”

***Hamzo Kiko, owner
Kiko Rice Mills***

U.S. Agency for International Development
www.usaid.gov

After a decade of operating his own rice mill in the southern highlands of Tanzania, Hamza Kiko realized he still had a lot to learn. In 2013, the owner of Kiko Rice Mills in Morogoro attended trainings organized by USAID’s Tuboreshe Chakula on business management, marketing and access to finance. He promptly reinvented his record-keeping process and developed new markets to sell his rice.

Kiko then turned his attention to the mill’s daily management, which at the time was headed by his nephew. Despite the mill’s lackluster performance and negative growth—forcing Kiko to use his own cash to cover regular expenses like electricity—he didn’t think he had another option for someone to run the enterprise.

In February 2014, an opportunity opened to change that. Hamza’s wife, Neema Soini Kiko, had long helped out with the mill but had no business training. Hamza Kiko heard about a peer-to-peer training for female millers in Morogoro hosted by Tuboreshe Chakula and encouraged his wife to attend. She joined 55 other women millers in learning management techniques, access to finance and best practices, all while networking with each other. Neema Kiko also connected with husband-and-wife teams running Raisi Mills in Turiani and Kibaigwa Mills in Dodoma. She returned home newly confident, and became manager of Kiko Rice Mills in March.

In just six months, the changes have been dramatic: Monthly revenues have doubled, and funds are now allocated based on stringent record-keeping—so no more surprise expenses. Neema Kiko has worked to build the mill’s customer base while retaining clients through attention to quality and service. And she has spearheaded expansion into sunflower oil by renovating part of Kiko’s premises to process this new product and starting registration of it through the appropriate government agency.

“I have noticed good changes since my wife started managing the mill,” Hamza Kiko said. “I wonder why I did not assign my wife a managerial role earlier.”

Supporting her family, inspiring her community

Entrepreneur and single mother uses USAID training and connections to expand and upgrade her business.



Bahati Bigo and her daughter, Tumani, in front of her mill in Morogoro Region.

Photo: Brie Blackledge, Abt Associates

“I never expected to have such a successful business. I am thankful to Tuboreshe Chakula for showing me how.”

Bahati Bigo, owner Mamadani Mills

U.S. Agency for International Development

Five years ago, Bahati Bigo’s world fell apart: Her husband and father of her eight children died suddenly in 2009, leaving her with no income from the maize mill he had run in a neighboring town. Bigo decided to start her own mill in her town of Mlali, in the southern highlands region of Morogoro. With a microfinance loan and support from a local women’s group, she launched Mamadani Mills, a *toll mill* that relied on individuals walking in with buckets of maize to be milled one at a time. Investment is minimal—but so are returns.

In 2013, Bigo learned about USAID’s Tuboreshe Chakula project, which helps strengthen small and medium millers, vital links in Tanzania’s food security and rural economy. Determined to seize an opportunity to upgrade her business, she walked and hitchhiked to the project’s business advisory and record-keeping training in Morogoro, 200 kilometers away.

The effort paid off, connecting Bigo with a network of support from Tuboreshe Chakula in business management, marketing and machine maintenance. Today, Bigo says she can calculate profits and manage her finances better. Further project training enabled her to repair and service Mamadani’s machines, improving the quality of her maize flour and attracting new customers and greater profits.

“At the training, I learned a lot more about how to run a good business,” Bigo said. “Most helpful though was learning ... that I could access more money to further develop my business.”

Tuboreshe Chakula connected Bigo to another financing institution, Tanzania’s Small Industries Development Organisation, and helped her fill out a loan application and prepare a budget. This loan will pay for mill expansion, allowing room for more machines and a more streamlined layout for intake, storage and output. By the end of 2014, Bigo plans to buy two more milling machines and upgrade Mamadani to a *resale mill* of fortified maize flour—buying grain in bulk, usually from a farmer or trader, processing and then reselling to shops, wholesalers or traders—a more profitable venture.

Today, Bigo has a new house near her mill, and all her children are in school. She now teaches her village women’s group how to run a successful business and access outside funding.

Bettering business to improve food security

With new machines, training and support visits, USAID is bolstering staple food suppliers



Photos: Brie Blanchette, Abt Associates

From left, Tuboreshe Chakula's Nyagwakwa Ndili and owner Ally Sajan with Magugu Rice Mill's new rice poly-grading machine.



TC's Diana Mallogo visits with Mohammed Rahisi of Rahisi Group Mill in Morogoro Region, where a dosifier has just been installed.

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Since it launched in 2011, USAID's Tuboreshe Chakula (TC) project has given 100 grants to small and medium-sized millers, primarily to pay for moisture meters and machinery to improve the safety and quality of fortified food products. These grants are part of a network of project support for these millers, frequent sources of staple foods for rural Tanzanians in regions that suffer higher rates of malnutrition. This support includes technical training and regular visits from business development specialists, who help address implementation and operational issues.

In Tanzania's northern highlands, Ally Sajan is the proud owner of the first rice poly-grading machine in Manyara Region, installed in May 2014. He applied for a grant to buy the machine—which sorts the rice into unbroken rice for higher market price and broken rice to be sold for other purposes where quality is not a priority, such as livestock feed—after attending TC's business development and good management practices training in 2013. Today, his Magugu Asili Rice Mill provides sorting services for other farmers in the area and packages its own rice. Sajan recently sent a thank-you letter to TC, which read in part:

"I would like to express my heartfelt appreciation to USAID organization Feed for the Future in Tanzania on your brotherhood and support for the following: giving us free classes and seminar. ... [W]e learn from your organization to guide us properly encouraging us promoting our business sector special thanks to USAID tuboreshe chakula project for granting me poly machine."

Further south, in Turiani, Morogoro Region, Rahisi Group Mill has begun using a dosifier, brought by TC to Tanzania, which adds premixed fortificant containing essential vitamins and minerals to maize flour during the milling process. Owner Sakina Rahisi said her staff has found the dosifier easy to use, and many customers are interested in how it works. She hopes that through education about fortified products, more people will want to buy maize from her mill. Rahisi Group recently acted on TC's advice and purchased its own packaging machine to improve the look and quality of its flour. This investment—made without a project grant—shows business improvement guidance is taking hold.