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<td>15%</td>
<td>15%</td>
<td>+5%</td>
</tr>
<tr>
<td>employment</td>
<td>460</td>
<td>802</td>
<td>+73%</td>
</tr>
<tr>
<td>capacity utilization</td>
<td>28%</td>
<td>60-70%</td>
<td>+32%</td>
</tr>
<tr>
<td>waste &amp; losses</td>
<td>2%</td>
<td>2%</td>
<td>-100%</td>
</tr>
</tbody>
</table>

**SPECIFIC MEANS**

- **Enhanced production, maintenance & marketing capacity**
- **Increased productivity**
- **Compliance with standards**
- **Optimized cost structure**
- **Increased ratio of qualified finance, marketing and technical staff to the total staff**
- **Reduced losses** of seeds, oil in meal (cake) and milk during the process

Implementation of Tanzania IUMP is expected to improve conformity of products to international quality and hygiene standards, and enhance environmental management at the enterprise level.

**WHAT WE’VE ACHIEVED SO FAR**

As of January 2014, the Tanzania IUMP has undertaken industrial diagnosis for 19 enterprises operating in the dairy, edible oil and food processing sectors and trained 50 national experts on industrial upgrading methodologies. Further, 5 dairy and 9 edible oil enterprises received coaching on the implementation of upgrading plans developed by project-trained national experts. The activities are expected to lead to, among others, productivity improvements, reduced production costs, enhanced marketing of final products, and, overall, increased competitiveness of manufactured goods and market expansion.
The objective of the Tanzania IUMP is to promote competitive industrial production, improve the quality and quantity of industrial output, and facilitate access to national, regional, and international markets for local manufacturing small and medium enterprises (SMEs). The project also intends to improve the institutional and technical capacities of Industrial Support Organizations (ISOs) to enable them to deliver upgrading services for the wider small and medium enterprise (SME) community of local industrial enterprises. Finally, the Tanzania IUMP aims to strengthen the business community’s capacities to monitor and manage managerial and technical change and to adapt to the demands of regional integration and international competition.

The project’s pilot phase aims to achieve the following results:

- The Tanzania IUMP is open to any solvent manufacturing enterprise of Tanzania upgrade their production and management skills and improve competitiveness. These services are offered continuously by strengthened ISOs and national support services able to offer best practice inputs on industrial upgrading and enterprise management.
- The project’s roll-out phase targeting the upgrading activities.
- The Tanzania IUMP is open to any solvent manufacturing enterprise operating in the dairy, edible oils, fruit & vegetable processing sectors.
- The Tanzania IUMP is open to any solvent manufacturing enterprise operating in the dairy, edible oils, fruit & vegetable processing sectors.

ADVANTAGES OF JOINING THE PROJECT

Rationalized
- Production process and management
- Human resource management
- Accounting and financial management
- Marketing operations
- Technical and marketing operations

Optimized
- Resource efficiency and reduced waste through improved marketing operations
- Technical and marketing operations
- Compliance
- Monitoring and auditing
- Confidentiality: All information provided by participating enterprises to the project is treated as confidential.

Enhanced
- Competitive position and international marketing
- Human resource and management
- Accounting and financial management
- Marketing operations

Compliance
- International standards and requirements

Expanded
- International standards and requirements
- International standards and requirements

PROJECT ELIGIBILITY

The Tanzania IUMP is open to any solvent manufacturing enterprise operating in the dairy, edible oils, fruit & vegetable processing sectors. This service portfolio is based on the UNIDO Methodology, which is currently implemented in several North African and Sub-Saharan countries. According to the UNIDO Methodology, the Enterprise Upgrading Process (EUP) consists of the following four phases:

1. OVERALL STRATEGIC DIAGNOSIS
2. UPGRADING STRATEGIES
3. IMPLEMENTATION AND MONITORING
4. PROJECT ELIGIBILITY

OVERALL STRATEGIC DIAGNOSIS

The overall diagnosis of an SME consists of five steps: 1. Analysis of external sources of competitiveness; 2. Analysis of performance indicators and benchmarks; 3. Diagnosis of management skills and technical weaknesses; 4. Diagnosis of managerial skills and technical weaknesses; 5. Diagnosis of managerial skills and technical weaknesses. This service portfolio is based on the UNIDO Methodology, which is currently implemented in several North African and Sub-Saharan countries. According to the UNIDO Methodology, the Enterprise Upgrading Process (EUP) consists of the following four phases:

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4. PROJECT ELIGIBILITY

OVERALL STRATEGIC DIAGNOSIS

The overall diagnosis of an SME consists of five steps: 1. Analysis of external sources of competitiveness; 2. Analysis of performance indicators and benchmarks; 3. Diagnosis of management skills and technical weaknesses; 4. Diagnosis of managerial skills and technical weaknesses; 5. Diagnosis of management and monitoring of the upgrading activities. UUT will also prepare and launch the project’s roll-out phase targeting the upgrading needs of a larger number of local SMEs.

UPGRADING STRATEGIES


IMPLEMENTATION AND MONITORING

Implementation of upgrading services for the wider small and medium enterprise (SME) community of local industrial enterprises. Finally, the Tanzania IUMP aims to strengthen the business community’s capacities to monitor and manage managerial and technical change and to adapt to the demands of regional integration and international competition.

The Tanzania IUMP is open to any solvent manufacturing enterprise operating in the dairy, edible oils, fruit & vegetable processing sectors.

Please contact:

Upgrading Unit Tanzania (UUT) c/o TIRDO
Kimweri Avenue, Msasani, P.O. Box 23235
Dar es Salaam, Tanzania

E-Mail: Tanzania-iump@unido.org
cta.tiump.uut@gmail.com
http://www.unido.org/iump/

TO JOIN US

BECOME PART OF THE TANZANIA IUMP

The Tanzania IUMP is open to any solvent manufacturing enterprise operating in the dairy, edible oils, fruit & vegetable processing sectors. This service portfolio is based on the UNIDO Methodology, which is currently implemented in several North African and Sub-Saharan countries. According to the UNIDO Methodology, the Enterprise Upgrading Process (EUP) consists of the following four phases:

1. OVERALL STRATEGIC DIAGNOSIS
2. UPGRADING STRATEGIES
3. IMPLEMENTATION AND MONITORING
4. PROJECT ELIGIBILITY

OVERALL STRATEGIC DIAGNOSIS


UPGRADING STRATEGIES


IMPLEMENTATION AND MONITORING

Implementation of upgrading services for the wider small and medium enterprise (SME) community of local industrial enterprises. Finally, the Tanzania IUMP aims to strengthen the business community’s capacities to monitor and manage managerial and technical change and to adapt to the demands of regional integration and international competition.
The Tanzania Industrial Upgrading and Modernization Project (Tanzania IUMP), the result of joint efforts of the Ministry of Industry and Trade (MIT) of Tanzania and the United Nations Industrial Development Organization (UNIDO) to strengthen the productive capacity of the national manufacturing sector and to improve competitiveness, has a dual focus: to develop locally processed goods on national and international markets. Launched in 2012, the project is a component of the UN Country Development Framework for 2011-2015, which is in line with national developmental priorities and commitments.

The objective of the Tanzania IUMP is to promote competitive industrial production, improve the quality and quantity of industrial output, and facilitate access to national, regional, and international markets for local manufacturing and market enterprises (SMEs). The project also intends to improve the institutional and technical capacities of Industrial Support Organizations (ISOs) to enable them to deliver upgrading services for the wider business community’s capacities to monitor and manage new technologies and global competition and to ensure that the technical assistance is assimilated at the SME level, and that the desired results are produced.

The Upgrading Unit of Tanzania (UUT) is established and strengthened to facilitate the management and monitoring of the upgrading activities. UUT will also prepare and launch the project roll-out phase targeting the upgrading needs of a larger number of local SMEs.

The overall diagnosis of an SME consists of five steps:
- Analysis of external sources (market demand, prospects, etc.)
- Analysis of product markets and marketing
diagnosis of technical capacities and quality, including energy efficiency and environmental aspect
- Financial diagnosis

On completion of the diagnosis phase, the upgrading plan is agreed with the SME management to define priority remedial actions. These are selected in accordance with comparative advantages, business and international standards and goal of a beneficiary enterprise.

The project’s pilot phase aims to achieve the following results:
- Pilot sector manufacturing SMEs of Tanzania upgrade their production and management skills and improve competitiveness on local and export markets.
- Manufacturing SMEs of Tanzania benefit from locally available and sustainable business support services able to offer best practice inputs on industrial upgrading and enterprise management, including business coaching and mentoring, and regional network connectedness to strengthen SMEs and national experts trained in the upgrading methodology and tools.

The Tanzania IUMP is open to any solvent manufacturing enterprise operating in the dairy, edible oil, fruit & vegetable processing sectors; those willing to upgrade and expand its business and enhance competitiveness.
THE TANZANIA IUMP

The Tanzania Industrial Upgrading and Modernization Project (Tanzania IUMP) is the result of joint efforts of the Ministry of Industry and Trade (MIT) of Tanzania and the United Nations Industrial Development Organization (UNIDO) to strengthen the value-added capabilities of the national manufacturing sector, and to improve competitiveness of locally processed goods on national and international markets.

Launched in 2012, the project is a component of the UN Country Development Framework for Tanzania (2011-2015) which is in line with national developmental priorities and commitments.

OBJECTIVES

The objective of the Tanzania IUMP is to promote competitive industrial production, improve the quality and quantity of industrial output, and facilitate access to national, regional, and international markets for local manufacturers and small and medium enterprises (SMEs). The project also aims to improve the institutional, technical, and financial capacities of the Industrial Support Organizations (ISOs) to enable them to deliver upgrading services for the wider community of local industrial enterprises.

The Tanzania IUMP aims to strengthen the business community’s capacities to monitor and manage technical change, improve competitiveness, and adapt to the demands of regional integration and international competition.

TECHNICAL ASSISTANCE: HOW DO WE DO IT?

A team of UNIDO international experts and national industrial facilitators provide enterprise diagnostic services and coaching assistance in implementing upgrading plans.

This service portfolio is based on the UNIDO Upgrading Methodology which has been successfully implemented in several North African and Sub-Saharan countries. According to the UNIDO Methodology, the Enterprise Upgrading Process (EUP) consists of the following four phases:

1. OVERALL STRATEGIC DIAGNOSIS
   - The overall diagnosis of an SME consists of the following five stages:
     - Analysis of external sources of competitiveness
     - Analysis of product markets and strategic positioning
     - Diagnosis of managerial and technical shortcomings
     - Analysis of production capacities and quality
     - Financial diagnosis

2. UPGRADING STRATEGIES
   - On completion of the diagnosis phase, the upgrading unit of the state-owned SMEs is provided with a list of improvement activities that are required to improve competitiveness. The activities are selected in accordance with comparative advantages, the expected impact on competitive strength, and the overall goal of a beneficiary enterprise.

3. IMPLEMENTATION STRATEGIES
   - Upgrading plans describe in detail the manner in which the improvement activities are to be implemented. Projects and processes are identified, time lines are set, and appropriate institutions are selected in accordance with comparative advantages, the expected impact on competitive strength, and the overall goal of a beneficiary enterprise.

4. MONITORING AND FINANCING
   - Implementation of upgrading plans is carried out by teams of highly specialized international and national experts trained on the upgrading methodology and tools.

EXPECTED RESULTS

The project’s pilot phase aims to achieve the following results:

- Five sector manufacturing SMEs of Tanzania upgrade their production and management skills and improve competitiveness.
- Manufacturing SMEs of Tanzania benefit from locally available and sustainable business support services able to offer practical insights on upgrading and enterprise development to an additional 30 SMEs.
- The Upgrading Unit of Tanzania (UUT) is established and strengthened to facilitate the management and monitoring of the upgrading activities. UUT will also prepare and launch the project roll-out phase targeting the growing needs of a larger number of local SMEs.

The Tanzania IUMP is open to any solvent manufacturing enterprise operating in the dairy, edible oils and fruit & vegetable processing sectors that is willing to upgrade and expand its business and enhance competitiveness.

Pilot private sector manufacturing SMEs of Tanzania benefit from locally available and sustainable business support services able to offer practical insights on upgrading and enterprise development to an additional 30 SMEs.

On completion of the diagnosis phase, the upgrading unit of the state-owned SMEs is provided with a list of improvement activities that are required to improve competitiveness. The activities are selected in accordance with comparative advantages, the expected impact on competitive strength, and the overall goal of a beneficiary enterprise.

The Tanzania IUMP is open to any solvent manufacturing enterprise operating in the dairy, edible oils and fruit & vegetable processing sectors that is willing to upgrade and expand its business and enhance competitiveness.

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Kimweri Avenue, Msasani, P.O. Box 23235
Dar es Salaam, Tanzania

E-Mail: tanzania-iump@unido.org
E-Mail: cta.tiump.uut@gmail.com

ADVANTAGES OF JOINING THE PROJECT

- Rationalized production processes and reduced waste
- Financially sustainable business models
- Expanded market share
- Continuous resource efficiency
- Improved marketing operations
- Compliance with international standards and requirements
- Rationalized business processes
- Optimized project implementation
- Enhanced competitiveness
- Confidently

PROJECT ELIGIBILITY

The Tanzania IUMP is an open call to any solvent manufacturing enterprise operating in the dairy, edible oils and fruit & vegetable processing sectors that is willing to upgrade and expand its business and enhance competitiveness.

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<td>-</td>
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<td>5%</td>
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In addition:

- Enhanced production, maintenance & marketing capacity
- Increased productivity
- Compliance with standards
- Optimized cost structure
- Increased ratio of qualified finance, marketing and technical staff to the total staff
- Reduced losses of seeds, oil in meal (cake) and milk during the process

Implementation of Tanzania IUMP is expected to improve conformity of products to international quality and hygiene standards, and enhance environmental management at the enterprise level.

**WHAT WE’VE ACHIEVED SO FAR**

As of January 2014, the Tanzania IUMP has undertaken industrial diagnosis for 19 enterprises operating in the dairy, edible oil and food processing sectors and trained 50 national experts on industrial upgrading methodologies. Further, 5 dairy and 9 edible oil enterprises received coaching on the implementation of upgrading plans developed by project-trained national experts. These activities are expected to lead to, among others, productivity improvements, reduced production costs, enhanced marketing of final products, and overall increased competitiveness and market expansion.
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**KEY INDICATORS:**

| INCREASED | $72,393 (+102%) |
| EMPLOYMENT | 15% (+5%) |
| CAPACITY UTILIZATION | 60-70% (+115%) |
| WASTE & LOSSES | 50-90% reduction in losses |

**TARGET (2015)**

| INCREASED | $35,805 |
| EMPLOYMENT | 460 |
| CAPACITY UTILIZATION | 28% |
| WASTE & LOSSES | 2% impurities in seed, 2% of oil in meal cake, 5% of raw milk |

**SPECFIC MEANS**

- Enhanced production, maintenance & marketing capacity
- Increased productivity
- Compliance with standards
- Optimized cost structure
- Increased ratio of qualified finance, marketing and technical staff to the total staff
- Reduced losses of seeds, oil in meal (cake) and milk during the process

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