African Probiotic Yoghurt Network: Western Heads East
Internship Report

Emily Trudell

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Table of Contents
Introduction................................................................................................................................. 3
    Review of Planning Workshop ................................................................................................. 3
Activity 1: Kitchen Consultations................................................................................................ 4
    Activity Description ................................................................................................................ 4
    Activity Analysis ..................................................................................................................... 4
    Analysis Phase 1
        a) Kitchen Workshop Planning .......................................................................................... 4
Analysis Phase 2
    a) Kitchen Consultation Summaries and APYN’s Response ................................................... 5
    b) Kitchen Consultation Summaries with Recommendations for Action .............................. 5
    c) Workshop Session on Kitchen Issues & Kitchen Issues Reference Guide ......................... 5
Activity 2: Strategic Planning – Establishment of Goal Framework ........................................... 5
    Activity Background ................................................................................................................ 6
    Goal Framework Work Session 1 ............................................................................................. 7
    APYN Goal Framework - Version 1 ....................................................................................... 9
    Goal Framework Work Session 2 ........................................................................................... 10
    APYN Goal Framework – Final Version .............................................................................. 11
    APYN Goal Framework Chart with Activities ...................................................................... 12-17
Future Recommendations ........................................................................................................ 18
Appendices .................................................................................................................................. 19
APYN- WHE Internship Report

INTRODUCTION

The second half of my internship involved two main projects – 1. Conducting and analyzing kitchen group consultations and 2. Extending the problem tree flowchart (See Appendix -1- Workshop Report, page 22-23 Problem Tree Flow Chart) from my planning workshop into a goal a framework to be used as part of APYN’s strategic plan.

The purpose of this report is to explain to all stakeholders, and especially Western Heads East (WHE), the progression of my internship work with APYN alongside the progression of APYN’s establishment as an organization during the second half of my internship, to provide APYN with a record of the activities we worked on together, and to hand over the documents APYN and I produced collaboratively to APYN to help guide future organizational decisions. I will begin with a review of my planning workshop, from which my two main activities stemmed, and then provide descriptions and analysis surrounding each one in the body of the report.

REVIEW OF PLANNING WORKSHOP

The planning workshop I designed and conducted during the first half of my internship entitled Introduction to Strategic Planning and Results Based Management (RBM) introduced planning and RBM (CIDA’s adaptation) concepts using hands on activities (See Appendix – 2 - Workshop Agenda- page 29) served as the basis for the two main projects I worked on in the second half of my internship with APYN.

One of the main outcomes produced in this workshop was a problem analysis in the form of problem tree flowchart. A problem analysis is the first step in strategic planning for an organization, and is especially important for new organizations. APYN completed this activity by writing down all the problems they could think of facing their organization and the communities they work with and then sorted them into a problem tree flow chart using cause (the roots of the tree) and effect (the branches of the tree) logic.

The problem tree flow chart raised a lot of questions and after receiving feedback from Melissa Whaling (Executive Director, APYN) and Bob Gough (Executive Director, WHE), I decided it would be beneficial to clarify and transform the problem tree into a goal framework, by shifting the problem statements into positively phrased goal statements and developing it into a logical goal framework similar to a logic model. This goal framework became one of the two main projects that I worked on with APYN during the second half of my internship.

Low technical support to kitchen groups was a central problem area indicated by APYN with the problem tree flow chart. In keeping with this finding, APYN decided in the first meeting of 2013 to increase technical support to kitchens by planning a capacity building workshop focused on two issues APYN considered most pressing - documentation and quality control. APYN had the knowledge that Kate Grantham (Women’s Studies PhD Candidate) was then in the process
fundraising for a workshop. See Appendix -1- Workshop Report – pages 26-28 for a review of this meeting. To ensure the kitchen members would have input on and ownership over the workshop, APYN and I decided to consult the kitchen groups about their perceived goals, challenges and solutions. These consultations comprised the second main project I worked on with APYN, during the second half of my internship.

**ACTIVITY 1: KITCHEN CONSULTATIONS**

**ACTIVITY DESCRIPTION**

Between January 10, 2013 and February 10 2013, ten kitchen consultations were completed, transcribed and translated into English.

Participatory exercises were facilitated at each kitchen by myself with translation help from either Tito Msingi (APYN Marketing Officer, on probation at the time), or Esther Ghati (APYN Public Relations Manager). Tito assisted with Ebeneza, Igoma, VSI and Tukwamuane kitchens. Esther assisted with Igombe, Sayuni, Mahina, Tumaini, Nygezi and Buswelu kitchens.

Kitchen members were asked to write down answers to three questions on post its – one idea per post it. Those who could not read or write were assisted by fellow group members, Tito or Esther. The questions which were asked and responded to successively:

1) What are your goals as a yoghurt kitchen business?
2) What are some challenges/problems you are facing as a business?
3) What can APYN do to help you achieve some of your goals, or overcome some of the problems you are facing?

The group members placed their responses on chart paper under the corresponding question, read the responses, eliminated repeated items, and then voted with a sticker for the response in each section they considered most important.

Responses from all kitchens were compiled and typed in Swahili and then translated by Esther into English. See Appendix - 3 – Kitchen Responses in Swahili and English- pages 30-43

**ACTIVITY ANALYSIS**

**Analysis Phase 1**

a) Kitchen Workshop Planning

For the workshop planning phase, the responses from all kitchens were compiled under the three categories of Goals, Challenges, and Solutions. See Appendix -4- Goals, Challenges and Solutions- Kitchen Response Compilation- pages 44-50. These responses were read and
APYN- WHE Internship Report

discussed in a meeting by APYN staff and interns. The issues cropping up the most were related to business. Many responses were in the form of appeals to APYN to help with business expansion, finding markets, or with more money to buy equipment, transportation etc. indicating a lack of business ownership on a part of the kitchen members. Therefore it was decided that the workshop’s central focus should be entrepreneurship training and financial documentation (accounting skills).

In addition, a lack of confidence in dealing with the community and beneficiaries and about probiotics was evident in the responses. Therefore it was decided that the workshop should include a re- training about probiotic health benefits so that communication problems involving beneficiaries or community members, stemming from lack of understanding of probiotic health benefits could be rectified, as well as a re-training on yoghurt production to deal with quality control issues.

Although there was overwhelming enthusiasm from kitchen members to help the disadvantaged in their communities, in general, a lack of clarity about the project was evident from the responses, informing the decision to include a session in the workshop to go over the kitchen responses, and use them as a tool to clarify APYN’s responsibilities and the kitchen group’s responsibilities as well as generate ideas and discussion. Ana Mchana (APYN Financial Manager), Esther and I agreed to work on this aspect of the workshop.

The kitchen consultations formed the basis of the workshop agenda: 1)Entrepreneurship and Financial Documentation Training, 2)Health Benefits Training, 3) Yoghurt Production Training & 4)APYN and Kitchen Project Responsibilities

Analysis Phase 2
a: Kitchen Consultation Summaries and APYN’s Response

The second phase of analysis, involved me condensing all data into three categories. As I was typing the responses initially, the three themes that emerged were: Business Issues, Beneficiary/Community Issues and Personal/Group Issues.
I presented the issues on chart paper and facilitated a session with Ana to divide the issues according to APYN responsibilities and kitchen responsibilities using the categories:

Issues APYN can help with and why
Issues that APYN cannot help with and why

From this session with Ana, I produced a document to guide our workshop session about APYN responsibilities and kitchen responsibilities. See Appendix-6- Kitchen Consultation Summaries and APYN’s Response -pages 51-54.

b: Kitchen Consultation Summaries and Recommendation for Action
It was important for me to also outline a course of action – to not just simply state that “APYN cannot help with this issue, because it is not part of the project”, but to outline a more detailed explanation that communicates to APYN and to the kitchens how all aspects of the projects are to be managed – using the categories of Business Issues, Beneficiary/Community Issues and Personal/Group Issues. I offer some suggestions of items to include in an operational manual that can be used as a reference for APYN when certain issues come up in the kitchens so that issues are dealt with in a consistent manner. This avoids confusion for APYN and kitchen members. See Appendix -7-Kitchen Consultation Summaries and Recommendation for Action pages- 55-70. This document is an extended version of the previous document, in which I have added a bolded section entitled: How APYN can do this under which I have offered my suggestions.

c: Workshop Session on Kitchen Issues and Kitchen Issues Reference Guide

Using Appendix-6- Kitchen Consultation Summaries and APYN’s Response -pages 51-54 as a guiding tool, Esther and I facilitated the workshop session with the kitchen members.

I gave the English version of the issue and APYN’s response to it, and Esther translated. As it turned out, Esther’s Swahili translations were much more extensive, and she facilitated discussion amongst group members especially during the community/beneficiary and personal/group issues sections.

As Esther was not there for the session in which Ana and I went over kitchen responses, and decided who was responsible for what, and Esther obviously had a lot of suggestions to offer to guide APYN in its management of the kitchens, we decided after the workshop to review the explanation she gave to the kitchens during the workshop, and to type them up for future reference.

We produced another document, which offers suggestions for action, much like the “How APYN can do this” section I created individually. However the version I worked on with Esther is enriched with more concrete examples and recommendations, which combined with some of my suggestions will serve as a basis for an operational manual to manage kitchens and kitchen issues in consistent way. See Appendix -8- Kitchen Consulation Responses- Kitchen Issues Reference Guide- pages 71-77.

Activity 2: Strategic Planning –Establishment of Goal Framework

Activity Background:

The beginning months of 2013 were busy ones for the APYN team with the arrival of new interns, kitchen consultations, ensuring APYN’s and NIMR’s capacity to produce optimal probiotic levels, the planning of kitchen workshops, and staff changes. In light of this and my
Emily Trudell – Internship Report – October 2012- March 2013

wanting to progress with APYN beyond the problem analysis stage of strategic planning to goal setting, I decided an extension of my internship for one month would be beneficial to myself and APYN, and received approval from Melissa and Bob to do so.

I began experimenting with reversing the problem statements from the problem tree into positively stated goals, and then integrating these with CIDA’s RBM logic model structure. Eventually if APYN wants to apply for funding from CIDA or another large development organization, a logic model outlining results of ultimate outcome, intermediate outcomes, and immediate outcomes, and outputs stemming from activities alongside their corresponding performance measurement frameworks which guides monitoring and evaluating these results, will have to be established. Although taking the steps to implement this system will be worthwhile for APYN to do in the future, laying the groundwork was the current priority, so I continued to work with APYN on goal setting which is the next phase of strategic planning after the problem analysis. I used CIDA’s RBM logic model and results statements as a reference but was flexible to accommodate the goals that made sense to APYN. I facilitated two sessions with staff, to work on establishing a framework.

Goal Framework Work Session 1:

In the first session (Ana and Tito were present), I presented my goal version of the problem tree, and explained the process of reversing the problem statements into goal statements. To illustrate this I gave the staff the problem statement post its and asked them to match each of them to a goal area. This exercise was successful in demonstrating that APYN’s goals were being represented.

We then discussed if there was anything that needed to be changed about the framework, given APYN’s priorities and limitations. APYN ended up going over some of the kitchen responses and adding goals which they thought should be included to represent the kitchen capacity building responsibilities of APYN. The following framework is the result of this initial session.
APYN Goal Framework - Version 1

- Increased use of probiotic yoghurt by women, men, boys, and girls
- Increased government engagement at local and municipal and national levels
- Increased partnership with relevant NGOs and community stakeholders
- PROCUREMENT OF PACKAGING
- Increased sales promotion
- Increased knowledge sharing about community engagement opportunities
- Increased knowledge sharing about business issues amongst kitchen groups
- Increased knowledge of stigma associated with HIV/AIDS in kitchen groups
- Increased understanding of probiotic health benefits in kitchen groups
- Increased establishment and viability of yoghurt kitchen businesses
- Improved health and economic status of men, women, boys, and girls in Tanzania

- StRENGTHENED AND SUSTAINED PARTNERSHIP WITH WESTERN HEADS EAST
- StRENGTHENED AND SUSTAINED PARTNERSHIP WITH NAMR
- Increased use of probiotic yoghurt by women, men, boys, and girls
- Increased sales promotion
- Production of policy manual to guide office procedures and staff expectations
- Production of policy manual to guide office procedures and staff expectations
- Increased participation in relevant trainings by APYN staff members
- Increased awareness of probiotic yoghurt benefits
- Production of policy manual to guide office procedures and staff expectations
- Production of policy manual to guide office procedures and staff expectations
- Increased understanding of probiotic health benefits in kitchen groups
- Improved business management skills in kitchen groups
- Improved business management skills in kitchen groups

Emily Trudell – Internship Report – October 2012- March 2013
Goal Framework Work Session 2

In the next session, I decided it would be beneficial to go over the activities from APYN’s 3 Year Plan developed by Missy to illustrate that the goal areas could be used as a prioritizing tool to guide activities. In this session, I prepared cut outs of each activity and read them aloud to the staff. I then asked, which goal, if any, the activity would fall under using the goal areas we had established in the previous workshop. Staff decided whether the activity was realistic or a priority, evaluating current resources and limitations, within a timeframe of one year and then either placed it under one of the goal areas or discarded it. Sometimes staff tweaked the wording of the activity or the goal to better reflect what APYN could realistically do, or to clarify the definition of the goal. Input was collected from Ana, Abdallah (APYN Assistant Marketing Manager), Celestine (APYN Assistant Public Relations Manager), Esther and Phillemon (New APYN Marketing Manager).

This activity was successful in prioritizing activities, as many of the activities were discarded as unrealistic for APYN to manage with lack of resources within the projected time frame. It also enabled staff to understand the practical use of a logical framework; that it can be used to guide activity planning as well as writing staff job descriptions or responsibilities. Staff expressed interest in continuing with the next step in strategic planning which is action planning. The following is the final version of APYN’s Goal Framework and the Goal Framework Chart with Activities follows.
APYN Goal Framework-Final Version

Increased Economic Empowerment, especially for women and youth through the increased establishment and sustainability of probiotic yoghurt kitchen businesses

Result: Increased Community Awareness about Probiotic Health Benefits and Probiotic Yoghurt Product

Increased Partnership between APYN and other relevant NGOs, community stakeholders, government and institutions

Strengthend and Sustained Partnershp with the National Institute of Medical Research (NIMR)

Result: Strengthened and Sustained Partnership with Western Heads East

Production of APYN Operational Manual outlining:
1) Project Details (a) what the donor is funding (b) quality control procedures/financial procedures (c) what is being monitored (2) APYN Responsibilities (a) capacity building of kitchen groups (b) monitoring of quality control and financial documentation (c) kitchen group responsibilities (d) kitchen location criteria / group membership criteria (e) constitutions (f) beneficiary selection criteria (g) production quality control procedures

Action Planning and Job Descriptions established according to Goal Framework and Performance Measurement Framework established to guide Monitoring and Evaluation

Increased participation in relevant trainings by APYN staff members

Policy Manual established to guide office procedures and staff expectations

Emily Trudell – Internship Report – October 2012- March 2013
**APYN Goal Framework Chart with Activities**

<table>
<thead>
<tr>
<th>Goal Area</th>
<th>Result</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ultimate</strong></td>
<td>Result: Improved Health and Economic Status of Communities (Women, men, youth, girls and boys) in Africa</td>
<td></td>
</tr>
</tbody>
</table>
| **Intermediate**                       | Result: Increased Economic Empowerment, especially for women and youth through the increased establishment and sustainability of probiotic yoghurt kitchen businesses  
Increased consumption/use of probiotic yoghurt by all (women, men, youth, boys and girls) and especially people living with HIV/AIDS |                                                                                                      |
| **Immediate: Technical Support to Kitchens** | Result: Increased knowledge exchange about and understanding of business management and probiotic yoghurt amongst and within all kitchen groups; specifically:  
- financial documentation  
- entrepreneurship  
- community engagement/marketing opportunities                                                                 | Activities:                                                                                         |
|                                        |                                                                                                      | 1) Link all APYN kitchens with local student volunteers and education institutions for learning and information exchange  
2) Conduct 2-6 day capacity building trainings per year for kitchens to cover technical support areas of:                                     |
# APYN- WHE Internship Report

<table>
<thead>
<tr>
<th>Immediate: Community Awareness</th>
<th>Result: Increased Community Awareness about Probiotic Health Benefits and Probiotic Yoghurt Product</th>
<th>Activities:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1) Conduct 5 information sessions at secondary and primary schools about probiotic yoghurt and health.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2) Conduct 1 probiotic yoghurt community health promotions marketing campaign in 1 probiotic yoghurt kitchen community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3) Produce and print 200 quarterly issues of an APYN Newsletter/magazine to be distributed to stakeholders and partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4) Produce and print 1000 APYN project information and promotional brochures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3) Produce and Print formal “Fiti” Probiotic Yoghurt Instruction Manuals</td>
</tr>
</tbody>
</table>

- probiotic yoghurt production process
- probiotic health benefits

- Financial Documentation
- Entrepreneurship
- Probiotic Health Benefits
- Probiotic Yoghurt Production Process
**APYN- WHE Internship Report**

<table>
<thead>
<tr>
<th></th>
<th>5) Produce and print 10,000 probiotic yoghurt and community health information pamphlets/flyers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Result:</strong> Increased partnership between APYN and other relevant NGOs, community stakeholders, government and institutions</td>
<td><strong>Activities:</strong></td>
</tr>
<tr>
<td></td>
<td>1) Atleast 2 APYN staff members to attend 2013 Tanzanian Dairy Board/TAMPA conference (2 institutions organize the meeting)</td>
</tr>
<tr>
<td></td>
<td>2) Hold atleast 1 meeting with 4-5 like minded NGOs, CBO’s, Institutions</td>
</tr>
<tr>
<td></td>
<td>3) Facilitate the assessment and implementation of 4 RONGEAD/EMEDO Biogas Generation Systems in 4 APYN Probiotic Yoghurt kitchens (that meet the criteria)</td>
</tr>
<tr>
<td></td>
<td>4) APYN to obtain low cost and effective packaging to facilitate the standardization, bulk purchase and ease of sale and marketing</td>
</tr>
<tr>
<td></td>
<td>5) Facilitate the certification of “Fiti”</td>
</tr>
</tbody>
</table>
**APYN- WHE Internship Report**

<table>
<thead>
<tr>
<th>Result: Strengthened and Sustained Partnership with the National Institute of Medical Research (NIMR)</th>
<th>Probiotic Yoghurt Products through the Tanzanian Food and Drug Agency (TFDA) and other African Food Product Regulation Bodies</th>
</tr>
</thead>
<tbody>
<tr>
<td>6) Finalize and submit funding proposals to at least 1 potential organization, donor or institution to support APYN activities and APYN Probiotic Yoghurt kitchen development, growth and expansion</td>
<td>Activities:</td>
</tr>
<tr>
<td>1) Support University of Western Canada students and NIMR lab technicians to scientifically test and monitor probiotic yoghurt samples from all kitchens on a monthly basis</td>
<td>2) Deliver fresh milk samples to NIMR on a weekly basis in order to ensure that probiotic culture is produced for all kitchens in Mwanza</td>
</tr>
<tr>
<td>3) Deliver probiotic cultures to 10 probiotic</td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Result: Strengthened and Sustained Partnership with Western Heads East</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>1) Support, orientate, coordinate and translate for at least (5-10) University of Western Canada/Western Heads East Interns in Mwanza</td>
<td>Activities:</td>
</tr>
<tr>
<td>2) Support at least 4 Western University of Canada Student Interns, faculty and staff to conduct research on probiotic yoghurt, community health, small-scale enterprise and other project related topics.</td>
<td>3) Facilitate the distribution of free of charge probiotic yoghurt to a total of 820 HIV/AIDS beneficiaries including financial management, monitoring and organization.</td>
</tr>
</tbody>
</table>

<p>| Immediate: APYN | Result: Production of APYN Operational Manual outlining: 1) Project Details a) what the donor is | Activities 1) Develop an Operational Manual using |</p>
<table>
<thead>
<tr>
<th>Organizational Capacity</th>
<th>funding b) quality control procedures/financial procedures &amp; what is being monitored? 2) APYN Responsibilities a) capacity building of kitchen groups/monitoring of quality control and financial documentation 3) kitchen group responsibilities a) kitchen location criteria b) group membership criteria (constitution) c) beneficiary selection criteria d) production quality control procedures</th>
<th>the Kitchen Issues and suggestions from the Kitchen Consultation documents 2) Create a formal APYN Monitoring and Evaluation system using the suggestions from the Kitchen Consultation documents and the checklists Esther is developing using templates from Macachia.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Result: Action Planning and Job Descriptions/Responsibilities established according to Goal framework and Performance Measurement Framework established to guide Monitoring and Evaluation</td>
<td>Activities 1) Use the activities that have been chosen by APYN to pursue in the other Goal Areas to establish Job descriptions/responsibilities – according to what activities need to be accomplished 2) Use the activities that have been chosen by APYN to pursue and create Action Plans for each activity</td>
</tr>
<tr>
<td></td>
<td>Result: Increased participation in relevant trainings by APYN staff members</td>
<td>Activities: 1) Find Trainings on Performance Measurement Frameworks or how to establish Monitoring and Evaluation</td>
</tr>
</tbody>
</table>
Result: Policy Manual established to guide office procedures and staff expectations
Future Recommendations

1) APYN expressed the need for continuity between intern projects and specifically, they would appreciate someone who could start working with them where I left off. In my opinion the priority right now is capacity building for APYN. Capacity building activities for future interns as suggested in other areas of this report are:

1) Production of Policy Manual to guide office procedures and staff expectations
2) Production of an Operational Manual outlining 1)Project Details 2)Kitchen areas of responsibility 3) APYN areas of responsibility – using the Kitchen Issues Reference Guide and the Kitchen Consultation Summaries and Recommendations for Action- to establish consistency with how kitchens are established, and kitchen issues (Business, Beneficiary/Community & Personal/Group) are managed
3) Action Planning – this is specifically what APYN wants the next intern to help with, dependent on finding someone with the background or willing to dig in for a while, learn about Action Planning and teach/work with APYN to implement it. Activities that APYN has chosen to pursue are outlined in the Kitchen Goal Framework Chart with Activities. Action Planning also involves planning for monitoring and evaluation, in which indicators are chosen for each expected result, and so Monitoring and Evaluation will be built into Action Planning- which is another system APYN wishes to establish
4) Establishing Job Descriptions so there is continuity in the tasks of the organization, for example when a staff member leaves the organization – same principle behind the policy manual as well.

Choosing interns that are willing to take on some of these capacity building projects would be ideal for APYN’s growth as an organization. It was expressed to me that sometimes interns come with their own goals, which may be beneficial to them, but are not always beneficial to APYN, or can be distracting from APYN’s vision and mission, etc. Mutually beneficial goals that are generated and worked on collaboratively make the most sense for both partners involved.

2) Another recommendation concerns the relationship between Western Heads East and African Probiotic Yoghurt Network. Although I was working on strategic planning activities with APYN, at the back of my head, it concerned me that both partners were not involved in such a process, as the two organizations are inextricably linked, with many mutual goals. In my opinion a process needs to take place which brings together all of the key players of these organizations to map out both organizations strategic plans, and see where there is overlap and which goals require more intensive collaboration, as well as to clarify financial and budgeting confusion. An organizational development consultant could be hired to facilitate this process which could take a couple of weeks, and internships could be put on hold for a few months.
APPENDICES

APPENDIX-1- Workshop Report

PART 1

REVIEW OF WORKSHOP OBJECTIVE

APYN’s strategic planning is currently in progress and six goals have been outlined in addition to an organizational vision and mission statement. One of the goals that has been generated is: To support the establishment and sustainability of probiotic yoghurt community health projects (kitchens). One of the more immediate goals which will contribute to this higher level goal is: capacity building of APYN staff to strategically plan and use results based management, so that APYN has a better idea of where it is going and how it will get there.

BRIEF DESCRIPTION OF ACTIVITIES

The workshop took place on December 1, 2012 and was attended by Anna Mchana, APYN Finance Manager, Esther Ghati, APYN Public Relations Manager and Linda Marroquin-Ponce, Western Heads East intern.

Part one of the workshop commenced with an overview of planning, and the relationship between organizational planning, strategic planning and APYN. Three planning tools were then facilitated, including the problem tree, defining planning parameters and SWOT analysis.

Part two of the workshop consisted of integrating strategic framework goal terminology with Results Based Management (RBM) goal terminology, and explaining the general logic behind goal levels, using a goal sorting activity. Next, results and results statements were defined and explained as the key to RBM. A result statement writing exercise was completed using an existing APYN activity proposal. Finally, the RBM logic model was introduced with accompanying goal definitions and guidelines. A logic model was produced using the APYN activity proposal from the previous exercise.

M & E
Immediate Outcome: Increased capacity of APYN staff to use RBM as a management strategy for tracking, collecting and analyzing probiotic yoghurt kitchen data

Indicator: a pre-test and post -test measuring levels of understanding of the categories in the results section
Results: Average level of understanding increased by 28%, from 42% to 70% across all categories. Percentage increases of levels of understanding in each category were as follows:

- Strategic Planning: 10%
- APYN’s strategic plan: 10%
- Results based management: 40%
- Results statements: 50%
- Logic model: 30%

WORKSHOP CONTENT

1. Introduction to Planning – Questions and Answers facilitated

Q. What is Planning?

A. Steps, process, strategy, procedure, estimate – prediction, need

Q. Why Plan?

A. So we know what our need is and the communities we work with

Q. How were APYN vision, mission, objectives established?

A. Because of need.

Q. What was need at the time?

A. Goes back to the history of project from 2004 – 2012. It was a need to have an organization to solve problems, about analyzing the community. Idea was to have an organization to link the processes going on, and the expansion that was planned to take place. There was growing interest in different countries and groups. Also about solving our gaps.

Q. So existing problems were identified and there was a need to coordinate expansion, as well as coordinate growing interest from different countries and groups?

A. Yes.

2. Problem Analysis

Description of Problem Tree Analysis Activity:

In the Problem Tree Analysis, participants were asked to identify as many problems as possible facing the communities APYN is trying to benefit. Ideally, this is done with the beneficiary
communities themselves, or at least after extensive consultation and data collection within the communities the organization is working with.

This activity has no right answer. All of the problems are related and the purpose is to ascertain what the problems facing the community are that the organization is trying to address, and sort them into problem areas if applicable.

**Results of Problem Analysis: See Problem Tree Flowchart (next page)**

Problems were identified by APYN staff and then sorted according to cause and effect logic. Through problem sorting, the key problem area that emerged was lack of capacity in kitchens, entitled Technical Support. Cause and effect problem areas around this central problem were identified as Group Engagement, Economic Growth, Future Expansion, and APYN Organizational Capacity.

**Main Result:**

Lack of capacity within APYN itself is contributing to lack of capacity within the kitchen groups.

**Analysis of Results:**

Through this activity it was revealed that APYN is defining its main problem area as the low capacity and performance of kitchen groups, and not defining the HIV/AIDS beneficiaries as the problem area currently.

This suggests two things. 1) That APYN does not view itself as currently capable of dealing with or building the capacity of HIV/AIDS beneficiaries, and 2) that part of the benefit to HIV/AIDS beneficiaries is implicit in the capacity building of kitchen groups themselves. This further suggests that currently APYN should focus on building the capacity of the kitchen groups as a priority area and in the long term focus on empowerment activities with people living with HIV/AIDS. This does not suggest that one group or problem area is more important, but that the organization has to be realistic with what it can take on in a given period of time.

However given the main result, capacity building of kitchen groups by APYN may not be very realistic, because APYN itself is lacking in terms of the skills/knowledge it needs to impart on the kitchens.

**Group Engagement, Economic Growth, Future Expansion, and APYN Organizational Capacity.**
PROBLEM TREE FLOW CHART

Unable to engage government

No cooperation between/among kitchen groups

Poor penetration of product to wider community

Lack of community awareness of the project

Poor participation between the community kitchens and the communities served

Lack of support and communication

Lack of creativity and innovation to solve problems

Not selling enough to make a worthwhile profit

Women do not have enough money to buy gas

Lack of packaging

Lack of business skills

Lack of marketing knowledge within groups

Lack of understanding of probiotics/benefits of probiotics

Groups are uneducated

Undefined membership/group criteria

Lack of routine check ins by APYN of kitchen groups

Lack of clear outlines of roles and expectations of groups to organization

Poor communication skills within the organization

Poor ethical values as an organization

Lack of sufficient skills as an organization

Lack of clear guidelines of action as an organization

Failure to open groups in remote places/far areas

Lack of knowledge of community engagement opportunities

Poor link of APYN with other organizations and stakeholders

Lack of community awareness of the project

Lack of participation between the community kitchens and the communities served

Lack of support and communication

Lack of packaging

Lack of business skills

Lack of marketing knowledge within groups

Lack of understanding of probiotics/benefits of probiotics

Groups are uneducated

Undefined membership/group criteria

Lack of routine check ins by APYN of kitchen groups

Lack of clear outlines of roles and expectations of groups to organization

Poor communication skills within the organization

Poor ethical values as an organization

Lack of sufficient skills as an organization

Lack of clear guidelines of action as an organization
<table>
<thead>
<tr>
<th>Economic Growth – the effect of low technical support to kitchens and cause of low project expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Support to Kitchens – the effect of low group engagement by APYN and the cause of low economic growth</td>
</tr>
<tr>
<td>Group Engagement – the effect of low APYN organizational capacity and the cause of low technical support to kitchens</td>
</tr>
<tr>
<td>APYN Organizational Capacity – the cause of low group engagement</td>
</tr>
<tr>
<td>Project Expansion – the effect of low economic growth</td>
</tr>
</tbody>
</table>
3. Planning Parameters Exercise
Planning Parameters include:

- Problem Analysis,
- Stakeholders,
- Distinctive Competency,
- Competitive Advantage,
- Values,
- Assumptions

APYN identified Distinctive Competencies and Competitive Advantages as Planning Parameters

Distinctive Competency:
- Creating social relations with kitchen groups and communities
- Business skills

Competitive Advantages:
- Reputation for economic empowerment
- Overlapping sectors of health and economy so a lot of opportunity

Stakeholders identified:

Kitchens
WHE
RONGEAD
Beneficiaries
TAMPA
DFDA
Saut Radio
Afya Radio
NIMR

4. SWOT Analysis

A) Internal Strengths and Weaknesses: Results

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognized organization</td>
<td>-Lack of monitoring and evaluation guidelines</td>
</tr>
<tr>
<td>Business training capacity</td>
<td>-Lack of guidelines for daily operational procedures/lack of policy to guide operations</td>
</tr>
<tr>
<td>-Easily accessible volunteers</td>
<td></td>
</tr>
<tr>
<td>-Partnership opportunities</td>
<td>-No solidified organizational structure</td>
</tr>
</tbody>
</table>
- Creative spirit / Energetic
- International public awareness
- Marketing skills
- Planning skills

- Inexperienced workers
- Failure to use available opportunities
- Lack of training for workers
- Insufficient office space
- Lack of personal connection (poor connectivity) to influential organizations relevant to APYN
- Cost of equipment. Especially related to expansion - ie. Packaging machines and cooling tank systems to allow groups to have sufficient milk.
- Unclear financial systems

Follow-up Questions Facilitated:

Q: How can APYN build on strengths and address weaknesses?

A: Use competent people to create operational manual
A: People should exercise their areas of specialization within the organization to improve procedures, guidelines (participatory involvement, freedom to make suggestions) to improve the situation
A: Locate experts and organizational development consultant

B) External Opportunities and Threats: Results

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Grant opportunities</td>
<td>• Government policies</td>
</tr>
<tr>
<td>- Creation of public demand through research projects</td>
<td>– ie. TFDA requirements – they have their own standards- presents barrier to getting approval</td>
</tr>
<tr>
<td>- Opportunity for kitchens to network</td>
<td>because of cost of approval and preparing for approval (getting the materials needed to be ready for inspection process</td>
</tr>
<tr>
<td>- Opportunity to share knowledge with other NGOs working in same sector</td>
<td>-Limited opportunity to publicize the product</td>
</tr>
<tr>
<td>(mainstreaming so that working on same ultimate goals)</td>
<td>without approval</td>
</tr>
<tr>
<td>- To link to relevant government departments, local, national, international</td>
<td>-Can’t sell at supermarket</td>
</tr>
<tr>
<td></td>
<td>• Donor/financial</td>
</tr>
<tr>
<td></td>
<td>Financial systems are not made clear to workers.</td>
</tr>
</tbody>
</table>
Follow-up Questions Facilitated:

Q: How does APYN take advantage of opportunities and minimize threats?

A: Business Plan
Create budget for solving packaging problem and registration fee associated with TFDA
Find finances to meet budget costs
Another budget needs to be produced to purchase packaging

A: Kitchen needs
APYN needs to function well to meet kitchen needs, which will enhance good performance.

PART 2

January 7, 2012

Workshop follow-up integrated into APYN Meeting

1) Prioritizing Activities

First, the team decided to choose between two event ideas proposed before the holiday break, which were a two day training and sharing workshop for the kitchen groups and a fundraising/APYN publicity event. The team agreed that it was more realistic to choose and conduct one of the activities, given limited resources and finances.

The fundraising event was decided against, the main reason being that before APYN can hold such an event, relationships need to be built with key community members, such as the municipal council and businesses that may be requested to provide sponsorship like Zantel. Another main reason to put the event on hold is that packaging is essential to promote the product at such an event, and packaging plans have not been consolidated.

Therefore the two day training and sharing workshop was decided to be more of a priority. This relates to the workshop in that the key problem area identified in the problem analysis was technical support to kitchens (or lack thereof) (see Problem Tree Flowchart). When transformed into a goal, this problem becomes increased technical support to kitchens and although exact content is yet to be determined, this workshop will aim to accomplish this.

2) APYN’s Current Priority: Stabilize the Kitchens

1) Stabilize the kitchens

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2) Packaging
3) Fundraising

Q: What does “stabilize the kitchens” mean?

A: It means technical support to kitchens with 1) documentation and 2) quality control

- **1) Documentation**

  Teaching of documentation – marketing, financial and beneficiary documentation is needed. For example, in the past, staff members have asked for lists of beneficiaries and the kitchen members were not able to provide them, because the members do not know exactly what they are supposed to be documenting and recording. Another example is when staff, in the past, asked for sales recording. The kitchen members are only estimating because nothing is written down. Therefore, staff recognize a need for training on proper documentation so that information can easily be obtained during kitchen visits.

  Another issue is evidence of lack of ownership of the project by kitchen members. Staff indicated that kitchen members will be told how to do something properly during one visit, but the changes remain to be implemented upon follow-up. Kitchen members do not respond well when they are told many things they need to do or are being rebuked by staff during each visit. Therefore it was suggested that a more creative approach/alternative idea is needed to get messages across. It was agreed that a workshop with everyone involved is better, than going to kitchens one by one.

- **2) Quality Control**

  The kitchens need a lesson from an expert (Megan?) during the workshop on how to prepare the mother culture.

To conclude, it is looking like 1) Documentation and 2) Quality Control need to be addressed in a workshop to stabilize the kitchens/increase technical support/build capacity. However, it was decided that the kitchen groups will be consulted so that the workshop can address the topics/problems most relevant to them and therefore be more effective in benefitting them.

3) **Capacity of APYN as a problem area (see Problem Tree Flowchart)**

The problem analysis portion of the workshop also brought up the problem area of organizational capacity of APYN. Does APYN have the skills/knowledge in marketing and financial documentation, and quality control to effectively transfer to, and empower the kitchen groups? It is important that APYN is confident in these processes so that the kitchen groups can increase their understanding and knowledge as a result of the workshop. Therefore the workshop needs to be planned thoroughly according to both APYN’s input and kitchen group input on what is needed to increase technical support/stabilize/build capacity of kitchens.

4) **Staff Accountability**
Lack of clarity about staff roles, has led to lack of accountability in the office. Therefore it was determined that staff need to create a flowchart in a form similar to a logic model that show the area responsibility – what will be achieved, and the connection of those responsibilities to activities, to show how they will be achieved. This will increase individual accountability, make it more clear how to delegate certain tasks that come up, and will show areas of overlap were staff can work together or divide tasks. Logic models were introduced in the second part of the planning workshop.
Appendix -2- Workshop Agenda

Part 1:
1. Introduction to Planning
2. Organizational Planning, Strategic Planning & APYN
3. Understanding the Context: Problem Analysis/Needs Assessment
   Exercise/Tool 1: Problem Tree
4. Situational Analysis & Strategic Options
   Exercise/Tool 2: Defining Planning Parameters
   Exercise/Tool 3: SWOT Analysis

Part 2:
5. Integrating Strategic Planning and Results Based Management
   Exercise/Tool 4: Goal Sorting Exercise
6. Results Statements
   Exercise/Tool 5: Converting APYN activity objectives into results statements
7. Introduction to RBM Logic Model
   Exercise/Tool 6: Converting APYN activity objectives into a logic model
## Appendix – 3- Kitchen Responses in Swahili and English

### IGOMA

**Mna malengo gani kama kikundi?**

- Kufungua jiko linguine sehemu nyingine (kisesa) (*) (*)
- Wanakikundi kuboleka na kuwa mfano wa kuigwa na jamii (*)
- Kusaidi watoto ya tima na wagonjwa (*)
- Wanakikundi kuishi katika mazingira mazuri
- Kufungua hoteli
- Kuwasaidia watoto ya tima na wagonjwa

**What are your goals as yoghurt kitchen business?**

- Open the kitchen at Kisesa/different location (*) (*)
- To improve lifes of the community example to the community (*)
- To help orphan and the patients (*)
- Members live in good conditions
- Opening a hotel
- Help orphans and vulnerable children in difficult circumstances (*)

### Ni Changamoto zipi mnakumbana nazo?

**What are some challenges/areas of improvement (skills, etc) that you are currently facing?**

- Upatikanaji wamasoko (*)
- Upatikanaji wa chakula
- Kutukanwa nawalengwa
- Ukosefu wa usafiri (*)(*)(*)
- Upatikanaji wa vifungashio (*)
- Wangonwa wengi sana hapa Igoma

**What can APYN do to help you improve? And help you reach your goals?**

- Assisted money to improve the business further reach in markets like transport (*)
- Buying a plot of land
- Help us money to run the business without difficulty, eg: Travel
- Buying a farm or plot to build a kitchen rather than pay the rent each month (*)
- Help with money to enable us to improve our project (*) (*)

### BUSWELU MAMAS

**Malengo gani mliyonayo kwenye biashara yenu ya maziwa jikoni?**

- Kuondoa umaskini

**What goals do you have as a yoghurt kitchen business?**

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<table>
<thead>
<tr>
<th>Challenges</th>
<th>Goals and Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Tuendelee kwa amani</td>
<td>• Eradication of poverty</td>
</tr>
<tr>
<td>• Biashara yetu utupe maendeleo</td>
<td>• To continue with peace</td>
</tr>
<tr>
<td>• Tunaniwomba munga atupe nguvu na marenelleo mema</td>
<td>• Development of business</td>
</tr>
<tr>
<td>• Kuboreshwa kwa mazi wa ili yawe kwenye kiwango kinachofaa(*)</td>
<td>• God to give us strength and understanding with one another</td>
</tr>
<tr>
<td>• Kuboresha vifaa vya usambazaji au uuzaji (*)</td>
<td>• Improved milk to be on the continuum (*)</td>
</tr>
<tr>
<td>• Kupata masoko zaidi sehemu mbalimbali (*)</td>
<td>• Improving distribution or marketing materials (*)</td>
</tr>
<tr>
<td>• Biashara yetu iwe endelevu (<em>) (</em>) (*)</td>
<td>• Get more markets around (*)</td>
</tr>
<tr>
<td>• Tumpe wafadhiri wengine zaidi</td>
<td>• Sustainable business (<em>) (</em>) (*)</td>
</tr>
<tr>
<td>• Tuwe na walengwa wengi wa kutosha</td>
<td>• To get more donors</td>
</tr>
<tr>
<td>• Kujiendeleza na biashara ya maziwa ili tujitoe kwenye umasikini</td>
<td>• To get more beneficiaries</td>
</tr>
<tr>
<td>• Kupanua biashara ya maziwa</td>
<td>• Furthering the dairy business for poverty eradication</td>
</tr>
<tr>
<td>• Kuendelea kuka</td>
<td>• Expand dairy business</td>
</tr>
<tr>
<td>• Kusiwe na majungo</td>
<td>• continue to grow</td>
</tr>
<tr>
<td>• Kuongeza kiwango cha lita hadi 100L</td>
<td>• Lack of scandal</td>
</tr>
<tr>
<td>• Kuanza mrdi wa kupika chakula Mf. Ugali na maziwa</td>
<td>• Increase the amount of liters to 100L</td>
</tr>
<tr>
<td>• Biashara ni ngumu kutokana na hali ya uchumi</td>
<td>• Project to start cooking food eg. stiff porridge and milk</td>
</tr>
<tr>
<td>• Soko halipatikani kwa urahisi (<em>) (</em>)</td>
<td>• Business is difficult due to the economic situation</td>
</tr>
<tr>
<td>• Wateja ni walewale kitu kinachopeleea maziwa kuharibika yanapobaki</td>
<td>• Readily available market (<em>) (</em>)</td>
</tr>
<tr>
<td>• Maziwa machachu</td>
<td>• Lack of new Customers leads to spoiling of milk when left.</td>
</tr>
<tr>
<td>• Bei ya maziwa iko juu</td>
<td>• Sourness</td>
</tr>
<tr>
<td>• Maziwa hayana kiwango kizuri, siyo mazito</td>
<td>• High price of milk</td>
</tr>
<tr>
<td>• Walengwa wanadai waongezewe ½ lita ya maziwa</td>
<td>• Milk does not have a good standard, not heavy</td>
</tr>
<tr>
<td>• Uwajibikaji sio mziri</td>
<td>• Beneficiaries claim increased of milk to ½ a liter</td>
</tr>
<tr>
<td>• Uzembe</td>
<td>• Accountability is not a good</td>
</tr>
<tr>
<td>• Utoro</td>
<td>• Negligence</td>
</tr>
<tr>
<td>• Uchelewaji</td>
<td>• Absenteeism</td>
</tr>
<tr>
<td>• Maziwa sio mazuri</td>
<td>• Delay</td>
</tr>
<tr>
<td>• Ukosefu wa sare kwenye maziwa (*)</td>
<td>• Milk is not good</td>
</tr>
<tr>
<td>• Maziwa sio matamu</td>
<td>• Lack of uniforms to the kitchen (*)</td>
</tr>
<tr>
<td>• Maziwa ni ya maji maji (*)</td>
<td>• Milk is not taste</td>
</tr>
<tr>
<td>• Maziwa kuharibika</td>
<td>• Milk is waterly like (*)</td>
</tr>
<tr>
<td>• Kutokuwa na maelewano ndani ya kikundi (*)</td>
<td>• Spoiling of milk</td>
</tr>
<tr>
<td>• Eradication of poverty</td>
<td>• Misunderstandings within the group (*)</td>
</tr>
</tbody>
</table>
• Sehemu ya kufanyia biashara iko mafichoni
• Maziwa tunauza pesa hazionekani
• Kelele imezidi kwenye kikundi

The place for the business is in hidden area
- We sell the milk but we don’t see money
- Too much noise in the group

Ni kwa jinsi gani APYN iwasaidie kutatua changamoto zenu au kutikia malengo mliyonayo? How can APYN help you overcome your challenges or meet your goals?

• Kupata mosoko zaidi hasa mashuleni au kwa wato wawili wa kadi (*)
• Tuboreshewe vifaa – vya kuuzia kwa mfano kupa ki kwenye vifaa vizuri vyanje ubora zaidi (*)
• Pi a mtusaidie kutooneze a mirinda mwingine wabashara
• Watadhili wengine zaidi ili kuongeza ldadi ya walengwa mpaka 200 (*) (*)
• Tusimamiwe kwa ilangali ili pesa zisipotee
• APYN isikate tamaa kuwa pamoja na sisi
• Kupatikana akili zetu mfano; tunapokutana na watu mbali mbali na kijadili mambo mbali mbali (*)
• Kuchelewa kwa pesa ya maziwa (malipo) (*)
• Kutafuta sehemu nzuri ya masoko
• Muweze kuondoa majungu yaliyopo
• Muweke mkazo wa juhudi ya kufanya kazi
• Yawepo maelewano ili kitokea tatizo la mwenye maziwa

• To get more markets especially at schools or to the children without disabilities (*)
• To be able to improve with selling equipment for parking in a well-equipped model with better quality (*)
• Also assisted with another business project
• More sponsors in order to increase the number of beneficiaries to 200 (*) (*)
• Careful supervision to not lose money
• APYN do not give up their desire to be with us
• Upgrade / re-training of Probiotic yoghurt Processing.
• Delays in funding for milk payment (*)
• Looking for a good area of marketing
• Help remove the existing scandal
• Exist harmony to come out of the problem of the milk
• Put emphasis on the benefits of working hard

TUMAINI

Malengo Yenu ni yapi kuenye biashara yenu hii ya maziwa hapa jikoni? What are you goals as a yoghurt kitchen business?

• Kusaidiana kujinua kiuchumi mfano ajira (*)
• Kupanua akili zetu mfano; tunapokutana na watu mbali mbali na kumuhinda na kijadili mambo mbali mbali (*)
• Kutuwezesha kupata ujasili wa kuweza kufanya biashara ni mabaya (*)
• Kutafuta masoko ilikutusaidia kuinua kipato chetu na kutuiniwa zaidi – na hasa shughul za uzalshaji mzuri (*)
• Kuzalisha maziwa kwa wingi

• Mutual economic leverage , ex. employment (*)
• Expanding our minds, ex. meet different people and gather and discuss various things (*)
• Enable us to get the confidence of being able to do business without fear
• Looking for markets to help us improve our income and raise us up - and particularly good production operations (*)
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<table>
<thead>
<tr>
<th>Challenges/Problems/Areas of Uncertainty</th>
<th>What are some things APYN can teach or do to help you reach your kitchen business goals or help with problems?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kuelimisha jamii juu ya kutumia maziwa ili kuboresha afya (*)</td>
<td>Ilete kampeni juu ya uelimishaji jamii juu ya kutumia maziwa yenye virutubishu (*)</td>
</tr>
<tr>
<td>Produce milk in bulk</td>
<td>Bring about awareness-raising campaigns on using probiotic yoghurt (*)</td>
</tr>
<tr>
<td>Kutafuta masoko</td>
<td>APYN itusaidie kutuletea mita za kujitigemewa sisi wenyewe kama kikundi .</td>
</tr>
<tr>
<td>Educating the community about the use of milk in order to improve health (*)</td>
<td>APYN itusaidie kupata vifungashio/paketi ili kusaidia ubora wa maziwa na kuonekana yenye kiwango</td>
</tr>
<tr>
<td>Looking for markets</td>
<td></td>
</tr>
<tr>
<td>Ni changamoto gani au matatizo au vikwazo mna yogkumbana navyo kwa mtu mmoja mmoja au kikundi katika kenendesha mradi huu wa maziwa yenye virutubisho?</td>
<td>Ni vitu gani au mambo gani APYN ifundishe au fanye kuwasa aida kufkia malengo au kutatua matatizo yenu?</td>
</tr>
<tr>
<td>Some of the beneficiaries send different people per day this makes voucher finish quickly</td>
<td>Illete kampeni juu ya uelimishaji jamii juu ya kutumia maziwa yenye virutubishu (*)</td>
</tr>
<tr>
<td>Many communities doubting probiotic yoghurt (*)</td>
<td>APYN itusaidie kutuletea mita za kujitigemewa sisi wenyewe kama kikundi .</td>
</tr>
<tr>
<td>Community / people not understanding where probiotics come from.</td>
<td>APYN itusaidie kupata vifungashio/paketi ili kusaidia ubora wa maziwa na kuonekana yenye kiwango</td>
</tr>
<tr>
<td>Some think that probiotic yoghurt is a source of problems especially beneficiaries</td>
<td></td>
</tr>
<tr>
<td>Availability and shortage of milk.</td>
<td></td>
</tr>
<tr>
<td>It is when you go to sell milk and someone starts insulting with no reason eg. Is this donkey milk?</td>
<td></td>
</tr>
<tr>
<td>Sharing of electrical meter by many this contribute to electrical problems Ex. delaying payments(*)</td>
<td></td>
</tr>
<tr>
<td>When someone is in need of our services and not able to get milk because we do not have billboards showing or know easily(*)</td>
<td></td>
</tr>
<tr>
<td>When we process bulk litres we lack fridge to put it in(*)</td>
<td></td>
</tr>
<tr>
<td>Beneficiary asks for two vouchers milk</td>
<td></td>
</tr>
<tr>
<td>Some of the beneficiaries pick their yoghurt while drunk and start being aggressive</td>
<td></td>
</tr>
<tr>
<td>Release of bad scandal that we are free masons</td>
<td></td>
</tr>
</tbody>
</table>
At African Probiotic Yoghurt Network (APYN), our goals are to:

- Help us get working facilities primarily adding a fridge (*).
- Help get a little allowance to be able to improve life.
- Help linking of lake market not to give just one group because all of us will help achieve our goals and raise income (*).
- Help bring posters in order to be accessible easily.
- Teach beneficiaries on how to consume yoghurt as to the agreed amount that is 1/4 per liter as they expect highest amount and start whining.

**MAHINA**

**Malengo Yenu ni yapi kwenye biashara yenu hii ya maziwa hapa jikoni?**

- Kujikwamua katika maisha ya badaye
- Kuboleshia familia zetu ilitutoke kwenye maisha ya dhiki
- Kikundi chetu tuwe na umoja Katika kazi zetu (*).
- Kuwa na biashara bora (*).
- Kuwa soko kubwa sana
- Kuisaidia familia inayoishi wa VVU/Ukimni
- Kuona jamii inanufaika kwa kutumia maziwa yenye virutubisho ikiwemo na familia yangu (*).
- Kuboresha afya ya walengwa wanaokunywa maziwa yenye virutubisho
- Kuona walengwa-wanufaika kwa kuanzisha hisa saccos ili kuboresha maisha yao

**What are your business goals for your yoghurt kitchen business?**

- Empowerment in future life
- To improve our family to get rid of hard life
- Our group have unity in our work (*).
- Having a good business (*).
- Having a very large market
- To help families living with HIV/AIDS
- See community benefits by using probiotic yoghurt including my family (*).
- To improve health of beneficiaries taking in probiotic yoghurt
- To see beneficiaries benefit by introducing microsavings, stock, SACCOs to improve their lives

**Ni changamoto gani au matatizo au vikwazo mna yogkumbana navyo kwa mtu mmoja mmoja au kikundi katika kenendesha mradi huu wa maziwa yenye virutubisho?**

- Umeme mdogo (*) (*)
- Hutupati fendha kwa wakati (*)

**What are some challenges/problems/areas of uncertainty you are experiencing personally or as a group?**

- Small electric (*) (*)
- We do not get money on time (*)

**Ni vitu gani au mambo gani APYN ifundishe au fanye kuwasaidia kufikia malengo au kutatua matatizo yenu?**

**What are some things APYN can teach or do to help you reach you kitchen business goals or help with problems?**
Fedha (Not Clear)  
- Tupatiwe mafunzo mara kwa mara ya ujasa ujasiliaimali (*)  
- Tuwe na ushirikiano wa karibu na APYN (*)  
- Tunaoka tupatiwe elimu ya kutosha katika kumbukumbu zetu za mahesabu (*)

To have training often especially entrepreneurial (*)  
- Let us have a close cooperation with APYN (*)  
- We want to be given enough education in finances documentation (*)

---

VSI

What are your goals for your yoghurt kitchen business?

Fedha (Not Clear)  
- Kuwa na ng’ombe wetu  
- Kuongeza masoko  
- **Kuia na mashimna na kutenge menzaa virutubisho (*) not clear**  
- Kuboresha afya za watanzania hasa waishio na virusi vya ukimwi  
- Kuongeza bei  
- Kuboresha maisha  
- Kutafuta jiko kubwa la kuuzia maziwa  
- Kuzalisha maziwa yetu wenyewe  
- Kuboresha Jamii inayotuzunguka  
- Kutatfata eneo zuri kuuzia  
- Kuboresha afya za wanautomia maziwa haya hasa kwa wanoishi na VVU (*)  
- **Kukuza notadi wa jiko letu – not clear**  
- Kuboresha afya za wanajamii  
- Lengo Lakwanza natafuta hela za kuweza kusaidia wazazi kusaidia wazazi  
- Na mimi mwenyewe pia katika maisha yangu nataka nuna gari na vitu vingine vyo kama Mungu atansaidia nataka tena kujindikiza la elimu ya ujasiliamali. Hayo ndo malengo yangu  
- Mimi ninauza lita kumi lakini. ninataka angalau lita 70  
- maisha yangu Ninahitaji kuwa msanii lakini sina uwezo. Je nitawezaje  
- ninahitaji duka na mimi niwe tajiri. Ukitaka jina Leonidasi. K. (*)  
- Kusaidia kila mwanaikundu tutahakikisha anatoka katika wimbi la umasikini ikiwa ni pamoja na kupata elimu na kuondokana na hali ya utegemezi kwa kuzingatia sera ya MKUKUTA ya nchi yetu sisi kama vijana (*)  
- Tunahitaji kuimarisha huduma hii ya afya kwa watu wote wakubwa kwa wadogo (*)

Be with our own cows  
- Increase marketing

- Improving the health of Tanzanians, especially people living with HIV (*)  
- Increase the price  
- Improving lives  
- Looking for bigger kitchen for selling yoghurt  
- Produce our own milk  
- Improving health of community surrounding us  
- Looking for a good area to sell  
- Improving the health of those who use these yoghurt especially those living with HIV (*)  
- Improving the health of society  
- The first objective is seek money to help  
- And I myself also in my life I want to buy a car and other things if God will help me and I want to have entrepreneurial skills. Those are my goals

- I sell 10 liters but I want to at least 70 liters.  
- I want in my life to be an artist but am not able financially. What will I do?  
- I need to have a shop and I become rich. If you want my name is Leonidasi. K. (*)  
- Help each team member, ensuring each come from a wave of poverty including access to education, to eliminate the dependence as youth, based on MKUKUTA policies of our country (*)  
- We need to strengthen this health service for all people, elder and young(*)  
- We need to develop the country’s economy in society  
- We need to improve this service in the
Emily Trudell – Internship Report – October 2012 - March 2013

<table>
<thead>
<tr>
<th><strong>What are some challenges/problems/areas of improvement that you are currently facing?</strong></th>
<th><strong>What can APYN do to help with these challenges?</strong></th>
</tr>
</thead>
</table>
| • Matatizo yangu kwa babapata mauzo atamu shada wangu mydonga matatizo yangu sina baba atama (* not clear)  
  • Kukatika kwa umeme (*)  
  • Kupotea kwa glass  
  • Kukauka kwa mawiza mahaliwa kuchumshwiwa (*) not clear  
  • Unguru wa biashara ya maziwa mgano katika hani ya muua -not clear  
  • Kuishiwa gesi  
  • Upungufu wa vyombo  
  • Kuboresha nyumba yafahamu yafahamu  
  • Jamii ya watu tunawahudumia katika biashara yetu tunayoifanya tunapata marumbano kati ya mhudumiwa na Mudumu (*)  
  • Upungufu wa wafanyakazi (*)  
  • Kutouza kabisa maziwa hasa wakati wa mawingu  
  • Tatizo la glass kuvunjika na kupotea hili ni tatizo kuwa sana ambapo tunanunua mara 2 kwa mwezi  
  • tunahitaji machine za vifungashio (*)  
  • Eneo la kufugia ng’ombe wa maziwa ambao tunatarajia kununua (*)  | • Loss of glass  
  • Power cut off (*)  
  • run out of gas  
  • Limitations of instruments  
  • Assisted with renovations of business area.  
  • Get scandals between the community of people we are serving and the people in the kitchen(*)  
  • Shortage of staffs (*)  
  • Not selling milk especially during cloudy  
  • The problem of breaking and loss of glasses, this is a very serious problem where we buy 2 times a month  
  • We need packaging machines (*)  
  • Lack of area of dairy stock farming, as we plan to buy cows (*)  |

<table>
<thead>
<tr>
<th><strong>What are your needs right now?</strong></th>
<th><strong>What can APYN do to help with these challenges?</strong></th>
</tr>
</thead>
</table>
| • Ushauri zaidi kutoka APYN kuhusu mafunzo zaidi ya kutengeneza mawiza  
  • Elim ya VUU/Ukimwi (*)  
  • *Usha un na sili kwa beneficiaries – not clear  
  • Jinsi na namna ya kudhibiti mahesabu  
  • Kupata masoko zaidi kuliko tunayo tegemea kwa sasa kusindika lita kutoka 100-500L  | • More advice to APYN on further training to processing milk  
  • Education on HIV / AIDS (*)  
  • How to control finances  
  • Get more markets than we currently expect we move from 100-500liters  
  • Training on entrepreneurial skills(*)  
  • I want art  
  • Driving (*)  |
<table>
<thead>
<tr>
<th>What are the goals of your yoghurt kitchen business?</th>
<th>What are some challenges/problems/areas of improvement that you are currently facing?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Kukuza mradi</td>
<td>• Developing the project</td>
</tr>
<tr>
<td>• Kutafuta masoko imara (*)</td>
<td>• Seeking stable markets (*)</td>
</tr>
<tr>
<td>• Kupata vifungashio (*)</td>
<td>• Get packaging (*)</td>
</tr>
<tr>
<td>• Kupata kibari cha TFDA (*)</td>
<td>• Get TFDA approval(*)</td>
</tr>
<tr>
<td>• Kupanua jiko</td>
<td>• expansion of the kitchen</td>
</tr>
<tr>
<td>• Upanuzi wa biashara (*)</td>
<td>• Expansion of the business (*)</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Older and disabled people want to be assisted with milk (*)</td>
</tr>
<tr>
<td></td>
<td>• Packaging (*)</td>
</tr>
<tr>
<td></td>
<td>• A small area for business (*)</td>
</tr>
<tr>
<td></td>
<td>• The problem of the market as we lack TFDA approval (*)</td>
</tr>
<tr>
<td></td>
<td>• Get approval of TFDA</td>
</tr>
<tr>
<td></td>
<td>Many people need help milk</td>
</tr>
<tr>
<td>TUKWAMUANE</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What can APYN do to help with these problems? Workshop ideas?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Wanaitaji vibali vya TFDA, TRA, TBS, etc. (<em>) (</em>)</td>
</tr>
<tr>
<td>• Vikao baada miezi 3 na APYN (*)</td>
</tr>
<tr>
<td>• Usafiri wa kusamba za maziwa (*)</td>
</tr>
</tbody>
</table>
**What are your goals for your yoghurt kitchen business?**

- Enabling resources to broaden the performance and get the entrepreneurial skills (*) (*) (*)
- Goals: Find areas of our office building to avoid renting
- Our goals as we want to reach the point of being able to open a hotel
- Equipments to enable us to make the work go forward
- As a group our goal is to open a restaurant
- As a group we want us to start a micro savings program to our beneficiaries
- Help us to empower ourselves that we can achieve our goals and afford our own lives as a group without the assistance

**What are some challenges/problems/areas of improvement that you are currently facing as a group?**

- Marketing is the problem we are requesting access more markets (*) (*)
- Brochures to explain the meaning of this probiotic yoghurt.
- Get fresh milk is becoming a problem as we pay double price (*)
- To advise beneficiaries on using vouchers, as some demand two glasses as they live far
- We're having questions in the markets as we sold milk at higher prices than others
- To be able to explain probiotic yoghurt to the customers with the help of brochures when they are in the market. (*)
- We encounter so many things, for example, customers claim to have yoghurt in package, so we need to get packaging to solve this problem.

**What can APYN do to help with these challenges?**

- Ideas.
Emily Trudell – Internship Report – October 2012- March 2013

### African Probiotic Yoghurt Network
P.O. Box 11962, Plot No. 167, “Kivulini Kitchen Building”, Isamilo, Mwanza,
Tel +255757368418 or +255 7525168849 Email: apyn.community@gmail.com

<table>
<thead>
<tr>
<th>Malengo gani mliyonayo kwenye biashara yenu ya maziwa jikoni</th>
<th>What goals do you have for your yoghurt kitchen business?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Kuweza maziwa mimi na tafagrua muradi muwigine nimobiage mahge utafutakiuwe</td>
<td>• Missing?</td>
</tr>
<tr>
<td>• Kujikoboa kiuchni na umasikini tusiwetingemizi majumbani ili kuboresha afya zatu (*)</td>
<td>• To empower ourself economically and uplift from poverty so that we are not dependent in order to improve our health (*)</td>
</tr>
<tr>
<td>• Kujirmarisha kivchumi</td>
<td>• to improve economically ourselves (repeated)</td>
</tr>
<tr>
<td>• Kuhudumia watu ili watoreshe afya zao</td>
<td>• to serve people in order to improve their health</td>
</tr>
<tr>
<td>• Kushauri watuwafiunge na maziwa ili wasiwe tegemezi</td>
<td>• to advise people to join in milk project so that they will not be dependent</td>
</tr>
<tr>
<td>• Kusaidia sisi wenywe kama wana kikundi kibiashara zaidi, tuliyonayo ya maziwa</td>
<td>• to help ourselves as group members in this business we have</td>
</tr>
<tr>
<td>• Kwa baadaye malengo yetu ni lita vifungashio ili kuuza maziwa kwa wingi (*)</td>
<td>• later, our goals is to have packaging so that we sell a lot of liters of yoghurt (*)</td>
</tr>
<tr>
<td>• Malengo ya kikundi tuliyonayo – ni kupata masoko au, tenda zenyze uhakika wa kutupatia pesa za kuweza kupanua mradh huw wa maziwa –</td>
<td>• The goals we have as group members is to get markets or consistent orders, so that we get money to expand this project</td>
</tr>
<tr>
<td>• kupata friji nyingine kwa mfano uzalishaji wa maziwa ukiwa juu, friji hazina uwezo wa kubeba kuanzia lita 200/=</td>
<td>• To get another fridge, for example if there is high production, fridges cannot afford to carry 200 L</td>
</tr>
<tr>
<td>• We need assistance to add more beneficiaries because there are so many beneficiaries who need yoghurt (<em>)(</em>)</td>
<td>• If we get opportunity of taking yoghurt to schools, hotels, we will raise economically from 75,000 up to 300,000 per person per</td>
</tr>
<tr>
<td>• Also, we ask to increase our allowances instead of three months, to be six months so that we build a strong group</td>
<td></td>
</tr>
<tr>
<td>• MISING (<em>) (</em>) FIND!!!!</td>
<td></td>
</tr>
<tr>
<td>• entrepreneurial education to be repeated</td>
<td></td>
</tr>
<tr>
<td>• As an organization we ask the increase beneficiaries from 75 because there are too many who missed the chance (repeated)</td>
<td></td>
</tr>
<tr>
<td>• As a group we ask to be assisted with more tables, chairs and umbrella, because we have deficit on these equipments</td>
<td></td>
</tr>
<tr>
<td>• We ask the improvement on the fresh milk, and as we ask the supply of chairs, tables and cups for the opening of the hotel (canteen) in front of the building</td>
<td></td>
</tr>
</tbody>
</table>

---

**SAYUNI**

- Tunahitagi msaada wa kuongeweza walengwa kwani 75, walengwa wengi bado wanahitaji maziwa (*) (*)
- Pia tunaomba kuongezea posho badala ya miezi mitatu iwe mieze sita ili kujenga kikundi imara
- Kama shirika litunumilie kiwengi ili kuondokana na utegemizi (*) (*)
- Elimu ya ijasiliamali urudiwe
- Kama shirika tunaomba mtuongezee idadi ya walengwa kutoka 75 kwa sababu wapo wengi ambao wamekosa nafasi
- Tunahitaji kama kikundi waweze kutusaidia kwa sabab u tunahitaji kutuongeza meza, vitu na miamvuli kwa sababu tunamapungufu ya hivyo vitu
- Tunaoomba kuboresha upande wa kupokea maziwa freshi na kama tunavyoomba tununuliwe meza na viti na vikombe kwa maoni yetu ya hoteli amacho tunataka kutungua hapa nje
- We need assistance to add more beneficiaries because there are so many beneficiaries who need yoghurt (*) (*)
- Also, we ask to increase our allowances instead of three months, to be six months so that we build a strong group
- MISING (*) (*) FIND!!!!
- entrepreneurial education to be repeated
- As an organization we ask the increase beneficiaries from 75 because there are too many who missed the chance (repeated)
- As a group we ask to be assisted with more tables, chairs and umbrella, because we have deficit on these equipments
- We ask the improvement on the fresh milk, and as we ask the supply of chairs, tables and cups for the opening of the hotel (canteen) in front of the building

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**Emily Trudell – Internship Report – October 2012- March 2013**
Emily Trudell – Internship Report – October 2012- March 2013

- Tukipata msaada kama za kupeleka maziwa mashuleni, hotelini, tutainuka kiuchumi kutoka kwenyi mgao wa kila mwezi sh, 75,000/= mpaka 300 000/= kuweka akiba ya kuutosha. Baada ya kuweka benki sh. 100,000/= kila mwezi itatufaa ikiwa sh. 3000,000/= kila mwezi (*) (*)
- Tukipata miradi mingine tafauti na maziwa, kama ufugaji wa mifugo, hilo pia ni lengo letu (*)
- Lengo jingine tupate ufadhili zaidi ya huu
- Lengo kupata usafiri wa kutusaidia kusambaza maziwa sehemu kusika (*).

<table>
<thead>
<tr>
<th>Ni changamoto zipi mnakumbana nazo</th>
<th>What are some challenges/problems/areas of improvement that you are currently facing as a group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kupata masoko yanayoeleweka</td>
<td>To get consistent market</td>
</tr>
<tr>
<td>Kuto kupata vifungashio (*)</td>
<td>lack of packaging (*)</td>
</tr>
<tr>
<td>Ukosefu wa usafiri</td>
<td>lack of enough money</td>
</tr>
<tr>
<td>Hatuna mtaji wakutosha</td>
<td>lack of enough stoves for boiling milk</td>
</tr>
<tr>
<td>Hatuna majiko takutosha yakuche mshia maziwa</td>
<td>lack of transport to transport product to the market (*)</td>
</tr>
<tr>
<td>Kukosa usafiri wa kusafirisha bidhaa kwenyi masoko (*)</td>
<td>Lack of understanding of the community about probiotic yoghurt</td>
</tr>
<tr>
<td>Jamii hajaalewa kuhusu maziwa yenye kivirutubisho</td>
<td>Not delivering milk at appropriate time and not getting enough milk</td>
</tr>
<tr>
<td>Kutokupata maziwa kwa wakati muafaka, na kuto kupata maziwa ya kuoshleza</td>
<td>Our knowledge concerning business is not enough; more education needed (*)</td>
</tr>
<tr>
<td>Elimu yetu ya uendeshaji biashara haitosha tuelimishwe zaidi (*)</td>
<td>miscommunication with the other groups so that to know how they run and how they get markets to take yoghurt (*)</td>
</tr>
<tr>
<td>Kukosa mawasihiano kati yetu na majiko mengine ilikuja wanafanyaye shuguli hii, au wanapataje masoko ya kupeleka maziwa (*)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ni msaada gani mnaitaji kutoka APYN</th>
<th>What can APYN do to help with these challenges? Ideas.</th>
</tr>
</thead>
<tbody>
<tr>
<td>APYN itusaidie kupata mashine za kubania vifungishio ili kazi ya kuwa tunapima maziwa kwa njia ya glasi iishe (<em>) (</em>)</td>
<td>APYN help us to get machines for packaging to end measuring yoghurt in glasses (<em>) (</em>)</td>
</tr>
<tr>
<td>Iwe inatoa malipo ya walengwa wa HIV kwa muda muafaka kama tarehe 1 au mbili, ili tupate maziwa.</td>
<td>APYN to release beneficiaries money on time like first or second of each month, so that we get milk</td>
</tr>
<tr>
<td>Watusaidie kupata masoko</td>
<td>To assist us to get markets</td>
</tr>
<tr>
<td></td>
<td>To help us get transport to transport product</td>
</tr>
</tbody>
</table>
### NYEGEZEI

<table>
<thead>
<tr>
<th>Malengo yenu ni yapi kaenyye biashara yenu hii ya maziwa hapa jikoni?</th>
<th>What are you goals as a yoghurt kitchen business?</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Watusaidie kupata usafiri wa kusafirishia bidhaa</em>&lt;br&gt;<em>Watusaidie kupata vifungashio vya maziwa</em>&lt;br&gt;<em>Kusambaza bidhaa kutoka hapa Mwanza na kupaleka mikoa jirani kwa mfano shinyanga, tabora, singida, nk (</em>)*</td>
<td><em>To help us get packaging</em>&lt;br&gt;<em>To supply product from Mwanza to neighbouring regions for example Shinyanga, Tabora, Singida, etc (</em>)*</td>
</tr>
</tbody>
</table>

### NYEGEZEI

<table>
<thead>
<tr>
<th>Ni Changomoto gani au matatizo au vikwazo mna yokumbana navyo kwa mtu mmoja mmoja au kikundi katika kuendesha mradi huu wa maziwa yenye virutubisho</th>
<th>What are some challenges/problems/areas of uncertainty you are experiencing personally or as a group</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Kupata wafazirii kuweza kupanua huduma ya maziwa yenye virutubisho kuwafikia walengwa wengine kama watoto wa utapiamlo na kifua kikuu</em>&lt;br&gt;<em>Kiramu mkakikisha atakua na mahisha mazuri kutoke na mradi weto wa maziwa na kuwasaidia pia na wengine: (</em>)<em>&lt;br&gt;<em>Kutoa ajira kwa vijana wengi zaidi.</em>&lt;br&gt;<em>Kuongeza lita tina za maziwa kutoka katika lita 40 hadi 500 (</em>)</em>&lt;br&gt;<em>Kikundi kuwa na ng’ombe wake wanawake kwa utapiamlo (</em>)<em>&lt;br&gt;<em>Kuona kikundi kina kuwa zaidi. Kutoke kuza kwenye glass hadi kwenye vifungashio</em>&lt;br&gt;<em>Kuona kikundi kinakua na usafiri wa kusafirishia maziwa kwa watu ambao wameathirika wa masiwa kufika katika kituo cha maziwa na kwa watoto wenywe utapiamlo (</em>)</em>&lt;br&gt;<em>Kukikuza kikundi katika kujitangaza nje ya Mwanza</em>&lt;br&gt;<em>Kujiinua kielimu kutokana na biashara ya maziwa (</em>)*</td>
<td><em>Get donors to be able to expand probiotic yoghurt services to reach other beneficiaries such as children with malnutrition and tuberculosis</em>&lt;br&gt;<em>To each person we will make sure we have better life from yoghurt project and also help others: (</em>)<em>&lt;br&gt;<em>Provide more jobs for young people.</em>&lt;br&gt;<em>Add many liters of milk from 40 liters to 500 (</em>)</em>&lt;br&gt;<em>The group to have their own cow’s to make sure we have enough milk</em>&lt;br&gt;<em>See the group having transportation to transport the milk to beneficiaries and malnourished children (</em>)<em>&lt;br&gt;<em>Developing external promotional of the group in Mwanza</em>&lt;br&gt;<em>Leverage in education from the yoghurt business (</em>)</em></td>
</tr>
<tr>
<td><em>Baazi ya wagonjwa- kutokutumaini kwakuofia kutangazwa – kuwa wameathirika (</em>)<em>&lt;br&gt;<em>Kutoa elimu juu ya maziwa yenye virutubishio (</em>) (</em>)<em>&lt;br&gt;<em>Kutokana na umbali wa huduma zetu wagonjwa wengine hawawezi kufika kila siku (</em>) (</em>)*</td>
<td><em>Lack of trust to some of the beneficiaries by being worried that we will advertised them as they are HIV/AIDS positive (</em>)<em>&lt;br&gt;<em>Provide education on probiotic yoghurt (</em>)</em>&lt;br&gt;<em>Due to the distance of our services some of the beneficiaries can not visit every day (</em>) (<em>)</em></td>
</tr>
</tbody>
</table>
### Wagonjwa wengine wali kuwa hawana mani ya kupata maziwa kutoka na haadi isiko za kwali kutoku sehemu zingine.

- Baadhi ya wagonejwa wanaona kipimo cha glass ni kidogo.

### Ni vitu gani au mambo gani APYN infudnishe/au fanye kuwasaidia kufukia malengo au kutatua matatizo yenu

<table>
<thead>
<tr>
<th>What are some things APYN can teach or do to help you reach your kitchen business goals or help with problems?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Kutokana na gharama za uendeshaji APYN iwezekuonegeza bei ya kununua maziwa kutoka kwetu ambayo sasa ni 1500 ifike hata 1800, au 2000 (<em>) (</em>)</td>
</tr>
<tr>
<td>- Kutusaidia kuweza kutoka msaada ni wapi machine za kupakia maziwa kwa vifungishio zina popatikana . na jinsi gani ya kuzipata. (*)</td>
</tr>
<tr>
<td>- Tusaiidei kupata mafunzo zaidi juu maziwa yenye virutubisho na kuanda na semina mbalimbali katika jamiini zinazotuzunguka. (<em>) (</em>)</td>
</tr>
</tbody>
</table>

### Ni Changomoto gani au matatizo au vikwazo mna yokumbana navyo kwa mtu mmoja mmoja au kikundi katika mradi huu wa maziwa yenye virutubisho.

<table>
<thead>
<tr>
<th>What are some challenges/problems/areas of uncertainty you are experiencing personally or as a group</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Matatizo tunayo kabitiana nayo ni 1) wateja tutakakupunguza kwa 2) Kutaka kukopa 3) Kutaka kuonegeza</td>
</tr>
<tr>
<td>- changamoto ni wateja kosa maziwa kwa wingi kwa sasa tumepa maziwa kwa hiyo changamoto iliyo bali ni kigitaja hindi</td>
</tr>
<tr>
<td>- kunana na watu njiani macki kwamba tunaweke unga</td>
</tr>
</tbody>
</table>

### Malengo yenu ni yapi kaenye biashara yenu hii ya maziwa hapa jikoni?

<table>
<thead>
<tr>
<th>What are your goals as a yoghurt kitchen business?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- lengo letu ni kujiko mboa katika maisha</td>
</tr>
<tr>
<td>- kuendeleza tamilia zetu kuitoa katika maisha mugumu</td>
</tr>
<tr>
<td>- kutoingia kazini mapema</td>
</tr>
</tbody>
</table>

### Ni vitu gani au mambo gani APYN infudnishe/au fanye kuwasaidia kufukia malengo au kutatua

<table>
<thead>
<tr>
<th>What are some things APYN can teach or do to help you reach your kitchen business goals or help with problems?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- our goal is a new stove</td>
</tr>
<tr>
<td>- to help develop our families from the hard life</td>
</tr>
<tr>
<td>- to not enter work early</td>
</tr>
</tbody>
</table>

### IGOMBE

<table>
<thead>
<tr>
<th>What are some challenges/problems/areas of uncertainty you are experiencing personally or as a group</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Problems we face is customers ask us to reduce price, to borrow, and for twice as much.</td>
</tr>
<tr>
<td>- The challenge is to get milk in bulk</td>
</tr>
<tr>
<td>- Meeting harsh people</td>
</tr>
</tbody>
</table>

---

Emily Trudell – Internship Report – October 2012- March 2013
<table>
<thead>
<tr>
<th>matatizo yenu</th>
<th>problems?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• kusaidiwa katika muongozo wa biashara ili kuepuka malumbano kwenywe kikundi</td>
<td>• help guide the business in order to avoid confusion in the group</td>
</tr>
<tr>
<td>• kuwezeshwa kujua umuhimu wa biashara ili itusaidie</td>
<td>• enable us to know the importance of the business</td>
</tr>
<tr>
<td>• changamoto ni watoja kosa maziwa kwa wingi kwa sasa tumepa maziwa kwa hiyo</td>
<td></td>
</tr>
<tr>
<td>• kuwesashwa kujua umuhi au wa biashara ili biashara itusaidie</td>
<td></td>
</tr>
</tbody>
</table>
Appendix-4-Goals, Challenges and Solutions – Kitchen Response Compilation

Notes:
**Bold** type face = voted most important issue by group members
(*) asterisk = indicates number of members who voted for that issues

**GOALS**

1. Open the kitchen at Kisesa/different location (*) (*)
2. To improve lifes of the community example to the community (*)
3. To help orphan and the patients (*)
4. Members live in good conditions
5. Opening a hotel
6. Help orphans and vulnerable children in difficult circumstances (*)
7. Eradication of poverty
8. To continue with peace
9. Development of business
10. God to give us strength and understanding with one another
11. Improved milk to be on the continuum (*)
12. Improving distribution or marketing materials (*)
13. Get more markets around (*)
14. Sustainable business (*) (*) (*)
15. To get more donors
16. To get more beneficiaries
17. Furthering the dairy business for poverty eradication
18. Expand dairy business
19. continue to grow
20. Lack of scandal
21. Increase the amount of liters to 100L
22. Project start cooking food eg. stiff Porridge and milk
23. Mutual economic leverage , ex. employment (*)
24. Expanding our minds, ex. meet different people and gather and discuss various things (*)
25. Enable us to get the confidence of being able to do business without fear
26. Looking for markets to help us improve our income and raise us up - and particularly good production operations (*)
27. Produce milk in bulk
28. Educating the community about the use of milk in order to improve health (*)
29. Empowerment in future life
30. To improve our family to get rid of hard life
31. Our group we have unity in our work (*)
32. Having a good business (*)
33. Having a very large market
34. To help families living with HIV/AIDS

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35. See community benefits by using probiotic yoghurt including my family (*)
36. To improve health of beneficiaries taking in probiotic yoghurt
37. To see beneficiaries benefit by introducing microsavings, stock, SACCOs to improve their lives
38. Be with our own cows
39. Increase marketing
40. Improving the health of Tanzanians, especially people living with HIV
41. Increase the price
42. Improving lives
43. Looking for bigger kitchen for selling yoghurt
44. Produce our own milk
45. Improving health of community surrounding us
46. Looking for a good area to sell
47. Improving the health of those who use these yoghurt especially those living with HIV (*)
48. Improving the health of society
49. The first objective is seek money to help
50. And I myself also in my life I want to buy a car and other things if God will help me and I want to have entrepreneurial skills. Those are my goals
51. I sell 10 liters but I want to at least 70 liters.
52. I want in my life to be an artist but am not able financially. What will I do?
53. I need to have a shop and I become rich. If you want my name is Leonidasi. K. (*)
54. Help each team member, ensuring each come from a wave of poverty including access to education, to eliminate the dependence as youth, based on MKUKUTA policies of our country (*)
55. We need to strengthen this health service for all people, elder and young (*)
56. We need to develop the country’s economy in society
57. We need to improve this service in the community surrounding us and those living far
58. We need a permanent market for this service
59. Developing the project
60. Seeking stable markets (*)
61. Get packaging (*)
62. Get TFDA approval (*)
63. Expansion of the kitchen
64. Expansion of the business (*)
65. Enabling resources to broaden the performance and get the entrepreneurial skills (*) (*) (*)
66. Goals: Find areas of our office building to avoid renting
67. Our goals as we want to reach the point of being able to open a hotel
68. Equipments to enable us to make the work go forward
69. As a group our goal is to open a restaurant
70. As a group we want us to start a micro savings program to our beneficiaries
71. Help us to empower ourselves that we can achieve our goals and afford our own lives as a group without the assistance
72. Missing?
73. To empower ourself economically and uplift from poverty so that we are not dependent in order to improve our health (*)
74. to improve economically ourselves (repeated)
75. to serve people in order to improve their health
76. to advise people to join in milk project so that they will not be dependent
77. to help ourselves as group members in this business we have
78. later, our goals is to have packaging so that we sell a lot of liters of yoghurt (*)
79. The goals we have as group members is to get markets or consistent orders, so that we get money to expand this project
80. To get another fridge, for example if there is high production, fridges cannot afford to carry 200 L
81. If we get opportunity of taking yoghurt to schools, hotels, we will raise economically from 75,000 up to 300,000 per person per month and to reserve enough. Instead of depositing 100,000 per month, we will be able to deposit 3,000,000 (*)
82. If we get another project different from yoghurt like keeping cattle, this too is our goal (*)
83. Another goal is to have more donors
84. A goal is to get transportation to help us supply yoghurt to targeted areas (*)
85. Get donors to be able to expand probiotic yoghurt services to reach other beneficiaries such as children with malnutrition and tuberculosis
86. To each person we will make sure we have better life from yoghurt project and also help others: (*)
87. Provide more jobs for young people.
88. Add many liters of milk from 40 liters to 500 (*) (*)
89. The group to have their own cow's to make sure we have enough milk
90. See the group having transportation to transport the milk to beneficiaries and malnourished children (*)
91. Developing external promotional of the group in Mwanza
92. Leverage in education from the yoghurt business (*)

CHALLENGES
1. Access to markets (*)
2. Access to food
3. Insulted by beneficiaries
4. Lack of transportation (*) (*) (*)
5. lack of packaging (*)
6. Many sick here Igoma
7. Business is difficult due to the economic situation
8. **Readily available market (*) (*)**
9. Lack of new Customers leads to spoiling of milk when left.
10. Soursness
11. High price of milk
12. Milk does not have a good standard, not heavy
13. Beneficiaries claim increased of milk to ½ a liter
14. Accountability is not a good
15. Negligence
16. Absenteeism
17. Delay
18. Milk is not good
19. **Lack of uniforms to the kitchen (*)**
20. Milk is not taste
21. **Milk is waterly like (*)**
22. Spoiling of milk
23. **Misunderstandings within the group (*)**
24. The place for the business is in hidden area
25. We sell the milk but we don’t see money
26. Too much noise in the group
27. Some of the beneficiaries send different people per day this makes voucher finish quickly
28. **Many communities doubting probiotic yoghurt (*)**
29. Community / people not understanding where probiotics come from.
30. Some think that probiotic yoghurt is a source of problems especially beneficiaries
31. Availability and shortage of milk.
32. It is when you go to sell milk and someone starts insulting with no reason eg. Is this donkey milk?
33. **Sharing of electrical meter by many this contribute to electrical problems Ex. delaying payments(*)**
34. When someone is in need of our services and not able to get milk because we do not have billboards showing or know easily(*)
35. **When we process bulk litres we lack fridge to put it in(*)**
36. Beneficiary asks for two vouchers milk
37. Some of the beneficiaries pick their yoghurt while drunk and start being aggressive
38. Release of bad scandal that we are free masons
39. **Small electric (*) (*)**
40. **We do not get money on time (*)**
41. Loss of glass
42. **Power cut off (*)**
43. run out of gas
44. Limitations of instruments
45. Assisted with renovations of business area.
46. Get scandals between the community of people we are serving and the people in the kitchen(*)
47. Shortage of staffs (*)
48. Not selling milk especially during cloudy
49. The problem of breaking and loss of glasses, this is a very serious problem where we buy 2 times a month
50. We need packaging machines (*)
51. Lack of area of dairy stock farming, as we plan to buy cows (*)
52. Older and disabled people want to be assisted with milk (*)
53. Packaging (*)
54. A small area for business (*)
55. The problem of the market as we lack TFDA approval (*)
56. Marketing is the problem we are requesting access more markets (*) (*)
57. brochures to explain the meaning of this probiotic yoghurt.
58. Get fresh milk is becoming a problem as we pay double price(*)
59. To advise beneficiaries on using vouchers, as some demand two glasses as they live far
60. We're having questions in the markets as we sold milk at higher prices than others
61. To be able to explain probiotic yoghurt to the customers with the help of brochures when they are in the market. (*)
62. We encounter so many things, for example, customers claim to have yoghurt in package, so we need to get packaging to solve this problem.
63. To get consistent market
64. lack of packaging (*)
65. lack of enough money
66. lack of enough stoves for boiling milk
67. lack of transport to transport product to the market (*)
68. Lack of understanding of the community about probiotic yoghurt
69. Not delivering milk at appropriate time and not getting enough milk
70. Our knowledge concerning business is not enough; more education needed (*)
71. miscommunication with the other groups so that to know how they run and how they get markets to take yoghurt (*)
72. Lack of trust to some of the beneficiaries by being worried that we will advertised them as they are HIV/AIDS positive (*)
73. Provide education on probiotic yoghurt (*) (*)
74. Due to the distance of our services some of the beneficiaries can not visit every day (*) (*)
75. (Missing?)
76. Some of the beneficiaries feel the portion is too small

SOLUTIONS
1. Assisted money to improve the business further reach in markets like transport (*)
2. Buying a plot of land
3. Help us money to run the business without difficulty, eg: Travel
4. Buying a farm or plot to build a kitchen rather than pay the rent each month (*)
5. Help with money to enable us to improve our project (*) (*)
6. To get more markets especially at schools or to the children without disabilities (*)
7. To be able to improve with selling equipment for parking in a well-equipped model with better quality (*)
8. Also assisted with another Business project
9. More sponsors in order to increase the number of beneficiaries to 200 (*) (*)
10. Careful supervision to not lose money
11. APYN do not give up their desire to be with us
12. Upgrade / re-training of Probiotic yoghurt Processing.
13. Delays in funding for milk payment (*)
14. Looking for a good area of marketing
15. Help remove the existing scandal
16. Exist harmony to come out of the problem of the milk
17. Put emphasis on the benefits of working hard
18. Bring about awareness-raising campaigns on using probiotic yoghurt (*)
19. APYN help us bring independent meter (rate) ourselves as a group
20. APYN help us get packaging / package to support the quality of milk and the appearance of high standard yoghurt
21. APYN help us get working facilities primarily adding of a fridge (*)
22. APYN help get a little allowance to be able to improve life.
23. APYN help linking of lake market not to give just one group because all of us will help achieve our goals and raise income(*)
24. APYN help bring posters in order to be accessible easily
25. APYN teach beneficiaries on how to consume yoghurt as to the agreed amount that is 1/4 per liter as they expect highest amount and start whining
26. To have training often especially entrepreneurial (*)
27. Let us have a close cooperation with APYN (*)
28. We want to be given enough education in finances documentation (*)
29. More advice to APYN on further training to processing milk
30. Education on HIV / AIDS (*)
31. How to control finances
32. Get more markets than we currently expect we move from 100-500liters
33. Training on entrepreneurial skills(*)
34. I want art
35. Driving (*)
36. Player
37. We need addition of another section of skill in our company
38. We lack trainings
39. They need permits from TFDA, TRA, TBS, etc.. (*) (*)
40. Sessions after 3 months with APYN (*)
41. Transportation to supply milk (*)
42. We need assistance to add more beneficiaries because there are so many beneficiaries who need yoghurt (*) (*)
43. Also, we ask to increase our allowances instead of three months, to be six months so that we build a strong group
44. MISSING (*) (*) FIND!!!!
45. entrepreneurial education to be repeated
46. As an organization we ask the increase beneficiaries from 75 because there are too many who missed the chance (repeated)
47. As a group we ask to be assisted with more tables, chairs and umbrella, because we have deficit on these equipments
48. We ask the improvement on the fresh milk, and as we ask the supply of chairs, tables and cups for the opening of the hotel (canteen) in front of the building
49. APYN help us to get machines for packaging to end measuring yoghurt in glasses (*) (*)
50. APYN to release beneficiaries money on time like first or second of each month, so that we get milk
51. To assist us to get markets
52. To help us get transport to transport product
53. To help us get packaging
54. To supply product from Mwanza to neighbouring regions for example Shinyanga, Tabora, Singida, etc(*)
55. According to high expenses of running the project, APYN increase selling price of the yoghurt from 1500 currently to atleast 1800 or 2000 per liter (*) (*)
56. To help us find where machines for packaging are and how to get them (*)
57. To help us with more trainings on probiotic yoghurt by preparing different seminars to the surrounding community (*) (*)
## APYN- WHE Internship Report

**Appendix- 6- Kitchen Consultation Summaries and APYN’s Response**

<table>
<thead>
<tr>
<th>Community/Beneficiary Issues</th>
<th>Issues APYN Can Help With and Why</th>
<th>Issues APYN Cannot Help With and Why</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
<td>1. APYN is responsible for ensuring 75 beneficiaries selected per kitchen for the project are receiving the probiotic yoghurt on a daily basis, which the donor’s funding is designated for producing. Therefore APYN does not have excess funding to increase the amount of beneficiaries.</td>
<td>1. The kitchens are accountable to the current donor to ensure that probiotic yoghurt with sufficient probiotic levels is produced and distributed to current beneficiaries. Increasing donors can be a goal for the future but kitchens must understand they must meet the requirements of the donor on an ongoing basis,</td>
</tr>
<tr>
<td>1. Increase # of beneficiaries receiving yoghurt (disabled, elderly, children, etc)</td>
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<td>2. Increase # of donors *There were many other goals mentioned related to kitchen members wanting to help the vulnerable in their communities as much as possible.</td>
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<table>
<thead>
<tr>
<th>Obstacles</th>
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<tbody>
<tr>
<td>3. Beneficiaries live far away and some cannot come everyday</td>
<td>4. If the mistreatment of kitchen members is related to</td>
<td>3. The kitchen members are responsible for selecting the beneficiaries. Therefore it is their responsibility to ensure the beneficiaries live near the kitchen.</td>
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<tr>
<td>4. Conflict between beneficiaries and kitchens. Examples: insulting, aggressive, drunk, doubt the probiotics, do not trust that kitchen members are confidential about HIV status, etc.</td>
<td>a) confidentiality and stigma issues, then it is APYN’s responsibility to increase kitchen’s awareness of stigma and therefore of the kitchen’s responsibility to: keep information related to beneficiaries confidentiality by refraining from distinguishing between beneficiaries and other consumers of probiotic yoghurt and</td>
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<td>5. Beneficiaries want more vouchers, and more yoghurt – do not think the ¼ L is enough</td>
<td>b)mystery surrounding what probiotics are, then it is APYN’s responsibility to inform the kitchen members about probiotic health benefits, specifically that they are healthy for all consumers</td>
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<tr>
<td>6. Customers want more information. Example: Want explanations about a)high price of yoghurt, about probiotics &amp; about b)lack of packaging, while at the same time d)Kitchens are not earning enough and want to increase selling price of yoghurt</td>
<td>5. It is APYN’s responsibility to</td>
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<tr>
<td>Needs/Solutions</td>
<td>7. Need information on the use of</td>
<td>7. It is APYN’s responsibility to</td>
<td>9. This is something APYN</td>
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<td></td>
<td>inform kitchen members about a)</td>
<td>project details, specifically that</td>
<td>inform kitchen members about a) project details, specifically that the donor designated funds for only ½ liter per beneficiary per day, because b) only a small amount of probiotics are necessary to receive health benefits.</td>
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<td>project details, specifically that</td>
<td>the donor designated funds for only ½ liter per beneficiary per day, because b) only a small amount of probiotics are necessary to receive health benefits.</td>
<td>6a) It is APYN’s responsibility to inform kitchen members about probiotics as noted above, so that information can in turn be provided to customers about the benefits of probiotics, why the yoghurt is special, etc.</td>
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<tr>
<td></td>
<td>project details, specifically that</td>
<td>the donor designated funds for only ½ liter per beneficiary per day, because b) only a small amount of probiotics are necessary to receive health benefits.</td>
<td>6b) APYN has taken on the responsibility of finding packaging and APYN needs to inform the kitchens of the business plan in which APYN will purchase packaging, packaging machines and package yoghurt purchased from the kitchens, benefiting kitchens as a major customer</td>
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<td>Vouchers to give to beneficiaries</td>
<td>Notify the kitchen members about the details of the project including that the donor has designated funding for only ¼ liter of subsidized probiotic yoghurt per beneficiary per day, and this information is to be relayed by the kitchen members to the beneficiaries.</td>
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<tr>
<td>8. Need explanation on probiotic benefits</td>
<td>8. It is APYN’s responsibility to inform the kitchen members of the benefits of probiotics so that they can inform customers and beneficiaries.</td>
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<tr>
<td>9. Need probiotic yoghurt awareness raising campaigns</td>
<td>10. It is APYN’s responsibility to teach the kitchen members the probiotic yoghurt production process as this is the key part of the project which the donor is providing funding for. This will be an ongoing process, not a one time training.</td>
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<tr>
<td>10. Need upgrade retraining on probiotics yoghurt processing</td>
<td>Would like to help the kitchens with in the future, but currently there is no funding for activities such as this.</td>
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### Appendix-7 - Kitchen Consultation Summary and Recommendation for Action

<table>
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<td><strong>Goals</strong></td>
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</table>
| 1. Increase # of beneficiaries receiving yoghurt (disabled, elderly, children, etc)  
2. Increase # of donors  
*There were many other goals mentioned related to kitchen members wanting to help the vulnerable in their communities as much as possible.* | 1. APYN is responsible for ensuring 75 beneficiaries selected per kitchen for the project are receiving the probiotic yoghurt on a daily basis, which the donor’s funding is designated for producing. Therefore APYN does not have excess funding to increase the amount of beneficiaries.  
2. The kitchens are accountable to the current donor to ensure that probiotic yoghurt with sufficient probiotic levels is produced and distributed to current beneficiaries. Increasing donors can be a goal for the future but kitchens must understand they must meet the requirements of the donor on an ongoing basis, before they search for more donors which is their responsibility, not APYN’s. |                                      |

*How APYN can do this:*
<p>| Challenges                                                                 | 3. Beneficiaries live far away and some cannot come everyday | 4. If the mistreatment of kitchen members is related to confidentiality and stigma issues, then it is APYN’s responsibility to increase kitchen’s awareness of stigma and therefore of the kitchen’s responsibility to: keep information related to beneficiaries confidentiality by refraining from distinguishing between beneficiaries and other consumers of probiotic yoghurt and b) mystery surrounding what probiotics are, then it is APYN’s responsibility to inform the kitchen members about probiotic health benefits, specifically that they are healthy for all consumers. 5. It is APYN’s responsibility to inform kitchen members about a) project details, specifically that APYN’s project responsibilities and kitchen’s project responsibilities. | 3. The kitchen members are responsible for selecting the beneficiaries. Therefore it is their responsibility to ensure the beneficiaries live near the kitchen. How APYN can do this: 3. Give a (written document and verbal workshop) detailing the project, to clarify uncertainties related to kitchen responsibilities and APYN responsibilities as above. Specifically, who is responsible for selecting the beneficiaries, the criteria for selecting them, should be one of the sections of the document. |</p>
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<tr>
<td></td>
<td>the donor designated funds for only ½ liter per beneficiary per day, because b) only a small amount of probiotics are necessary to receive health benefits.</td>
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<td>How APYN can do this: 4a) Give a (written document and/or verbal workshop) to increase kitchen’s awareness of stigma associated with HIV/AIDS and how it can affect the life and behaviour of sufferers. 4b)/5b) Give a (written document and verbal workshop) on probiotic health benefits to clarify the above uncertainties about probiotics – uncertainties being 1.that probiotics are for all consumers, 2. only a small portion is needed to receive health benefits 5a) Give a (written document/verbal workshop) about project details, and kitchen project responsibilities as mentioned above 6a) It is APYN’s responsibility to inform kitchen members about</td>
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| | probiotics as noted above, so that information can in turn be provided to customers about the benefits of probiotics, why the yoghurt is special, etc.  
6b) APYN has taken on the responsibility of finding packaging and APYN needs to inform the kitchens of the business plan in which APYN will purchase packaging, packaging machines and package yoghurt purchased from the kitchens, benefiting kitchens as a major customer |

**How APYN can do this:**  
6a) Give a written document summarizing health benefits of probiotics for kitchens to display and to serve as a reminder to themselves and as information to customers/community about the special nature of the yoghurt  
6b) Currently APYN has an outline of a long term business plan. APYN needs to notify the kitchens of this plan as it does not include obtaining packaging/packaging machines for the kitchens directly, which |
has been an ongoing request from all kitchens. However, the plan involves purchasing and pooling the yoghurt from all the kitchens and TFDA yoghurt testing and approval is necessary, and therefore kitchen cooperation and buy in to this plan is necessary. A document needs to be created outlining the kitchen’s and APYN’s responsibilities in this plan as well and then given to the kitchens to inform them.

<p>| Solutions                                                                 | 7. Need information on the use of vouchers to give to beneficiaries 8. Need explanation on probiotic benefits 9. Need probiotic yoghurt awareness raising campaigns 10. Need upgrade retraining on probiotics yoghurt processing | 7. It is APYN’s responsibility to notify the kitchen members about the details of the project including specifically: that the donor has designated funding for only ¼ liter of subsidized probiotic yoghurt per beneficiary per day, and this information is to be relayed by the kitchen members to the beneficiaries 8. It is APYN’s responsibility to inform the kitchen members of the benefits of probiotics so that they can inform customers and beneficiaries. 10. It is APYN’s responsibility to teach the kitchen members the |</p>
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<td>probiotic yoghurt production process effectively as this is the key part of the project which the donor is providing funding for. This will be an ongoing process, not a one time training.</td>
</tr>
<tr>
<td>How APYN can do this:</td>
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<tr>
<td>7. Give a (written document and verbal workshop) about the details of the project including what the donor has provided funding for and what kitchen’s responsibilities are. The kitchen responsibilities should include a section on how the voucher/membership card system works and that it is the kitchen’s responsibility to explain this to the beneficiaries</td>
</tr>
<tr>
<td>8. Give a (written document and verbal workshop) on probiotic health benefits</td>
</tr>
<tr>
<td>10. Give a probiotic production training 2-4 times per year through the use of interns. APYN should give a probiotic production re-training 2-4 times per year through the use of interns, and have a staff member</td>
</tr>
</tbody>
</table>
who is sufficiently trained who can ensure quality control is maintained by consistent monitoring of *kitchens using specific criteria and tools to measure that criteria!* Tools can include a taste rating scale, a cleanliness rating scale, a production process adherence score, etc, which are criteria that can be checked and compared at each visit. *Also ensure that at least one staff member is sufficiently trained in this production process so that APYN does not have to rely on interns.*

<table>
<thead>
<tr>
<th>Business Issues</th>
<th>Issues APYN can help with and Why</th>
<th>Issues APYN cannot help with and Why</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Open hoteli, restaurant, sell other food products 2. More equipment like fridges, stoves, glasses, tables, chairs, etc. 3. Produce more yoghurt 4. Ownership of land/building 5. Opening a kitchen in a</td>
<td>1. APYN cannot help kitchens expand their businesses into a hoteli, restaurant etc, to sell other food products. The focus of the project is producing yoghurt, specifically probiotic yoghurt. Funding has been designated for this and kitchens must meet this requirement to be part of the project. The project does not include excess funding to pay for business expansion. It is the prerogative of the kitchen members to expand their business to sell other products. In this decision, ability to continue to meet</td>
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</table>
6. Moving locations
7. Ownership of cows
8. Transportation to deliver milk to markets (this needs clarification – what type of transportation? and implicates APYN’s business plan)
9. Payment of rent, electricity problems, run out of gas, etc.

donor requirements must be considered.
2. APYN cannot help with requests for extra supplies/equipment. There was a limited amount of funds that was given for start-up equipment only which is sufficient to produce 100L per day. It is the kitchen’s responsibility to purchase anything beyond this.
3. It is the kitchen’s responsibility and decision as a business to increase production of probiotic yoghurt as they deem necessary according to daily sales to customers and demand, and therefore all the costs/equipment associated with increased production. The subsidized yoghurt is not to be increased as per the donor’s requirements
4. It is not APYN’s responsibility to help kitchens buy their building or land, which is only a possibility after enough profits are raised. The donor has designated money for start-up rent only, not ownership of land.
5. Opening of a second kitchen is not permitted as the project has only designated funding for one kitchen. Members should be committed to their jobs at the project kitchen only. If members of a kitchen open in a second location, it will be independent of the project.
6. APYN does not provide loan services to kitchens to buy cattle, therefore it is the responsibility of the kitchen. Kitchen’s wishing to purchase cows, either need to make sure they are earning enough profit, or need to locate a loan service provider.
7. Moving locations is the responsibility of the kitchen members, but the location needs to meet the hygiene criteria, and other criteria? of APYN, and therefore
needs to be approved by APYN
8. Transportation to deliver milk is the responsibility of the kitchens. If the market is far away, kitchen must consider changing locations, and this is to be done with APYN’s approval according to APYN’s criteria.
9. Basic business expenses are the responsibility of the kitchen’s and are necessary to the functioning of the project and the business.

How APYN can do this:
1./2.) Give a (written document and verbal workshop) about the details of the project including what the donor has provided funding for and what kitchen’s responsibilities are as business owners (ie. Include entrepreneurial principles) Specific things to include are: 1. *additional projects are the kitchen’s prerogative as business owners. APYN is only interested in yoghurt business requirements being met and APYN is not responsible for expansion of project into business endeavours beyond yoghurt production*
2. *Emphasize the items the donor supplied for start-up.*
3. *Emphasize that increased production beyond subsidized yoghurt and covering all costs associated is the responsibility of the kitchen*
4. *Emphasize the rent money was included for start-up, not ownership of land.*
5. *Emphasize that if member’s open another location, it is not an APYN/fiti kitchen, but an independent project. Again this is a business decision that is*
|   |   | 6. Emphasize that choosing a location is a joint responsibility between APYN and kitchens. It is the kitchen’s responsibility to choose the location according to APYN criteria – What is APYN criteria? Hygiene? Market area? Close to beneficiaries? Therefore a new location is contingent on APYN’s approval? |
|   |   | 7. APYN does not provide loan services to purchase cows, etc. |
|   |   | 8. APYN must establish its kitchen location selection criteria, to take into account transportation. Why are kitchens asking for transportation? Is it because the location that was selected was not in a market area? Also regarding reaching further markets – APYN has to communicate to the kitchens its business plan. |
|   |   | 9. Business expenses need to be explained in a financial documentation/accounting training 2-4 times per year. At least one APYN staff needs to be trained on this so that they can teach and monitor the kitchens. Specific criteria needs to be formulated for what staff are to monitor when it comes to financial documentation/accounting records. Once kitchens are in the practice of documenting all financial transactions, this should become easier to monitor. Criteria could be whether the profits recorded in the books match the total amount of salaries the
### Obstacles

<table>
<thead>
<tr>
<th>Obstacles</th>
<th>10. Packaging/Packaging equipment</th>
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<tbody>
<tr>
<td></td>
<td>11. Milk is too expensive, delivery is delayed, it is watered down, shortage, etc.</td>
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<td></td>
<td>12. TFDA and TRA approval</td>
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10. APYN has taken on the responsibility of finding packaging, because APYN is in the process of developing a business plan which requires APYN to purchase packaging and packaging machines. APYN’s plan is to purchase yoghurt from all the kitchens, package it and sell it to areas outside of Mwanza, which will benefit both APYN and the kitchens. The kitchens need to be informed of this business plan, because they need to know that APYN will own the packaging, and it will not be given to the kitchens.

12. APYN is responsible for packaging which requires TFDA approval for the product and packaging, therefore it is APYN’s

11. It is the kitchen’s responsibility to secure a good milk supplier because this is necessary for producing good yoghurt for the project beneficiaries and for customers. The importance of good relationships with distributors must be stressed in order to get good quality milk without shortage or delay (Sayuni and Mahina have good relationships)

**How APYN can do this:**

11. Give a written document outlining the responsibilities of APYN and kitchens, specifically including the responsibility of the kitchens to obtain reliable milk distributors.

**members received, as a rating of accounting accuracy.**

*or whether the remaining leftover yoghurt is equivalent to the total produced – total sold, as a rating of production accuracy. etc.*

*Kitchens could gain a point for all the criteria that is accurate, and added together would be given a score for Financial Documentation.*
### Needs/Solutions

<table>
<thead>
<tr>
<th>Responsibility to obtain TFDA approval</th>
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<tbody>
<tr>
<td><strong>How APYN can do this:</strong></td>
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<tr>
<td>10. Create a business plan that outlines what the responsibilities are of APYN and the kitchens in this plan and inform kitchens of this plan (ideally, this will be in a document form, outlining the agreement)</td>
</tr>
<tr>
<td>12. APYN needs to create a business plan which includes application and budget for TFDA approval and inform the kitchens of this plan</td>
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<thead>
<tr>
<th>Entrepreneurial skills</th>
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<tbody>
<tr>
<td>13. It is APYN’s responsibility to teach about entrepreneurship and to teach business skills through trainings so that the kitchen’s understand basic business concepts and have ownership over their business</td>
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<thead>
<tr>
<th>Financial documentation</th>
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<tbody>
<tr>
<td>14. It is APYN’s responsibility to teach proper financial documentation for the yoghurt kitchen businesses to ensure records are accurate</td>
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<table>
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<tr>
<th>Need help finding consistent markets to sell yoghurt (ex. schools, hotels)</th>
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<tbody>
<tr>
<td>15. It is APYN’s responsibility to help with advertising or ‘sales</td>
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</table>

<table>
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<tr>
<th>Need help with marketing (ex. a)posters, b) signs to advertise location, c) brochures to explain probiotics, d) promotional group in surrounding</th>
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<tbody>
<tr>
<td>16. It is APYN’s responsibility to help with advertising or ‘sales</td>
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| It is the kitchen’s responsibility to find customers and markets which is dependent on the location. If location is an issue, a move may be necessary and it is responsibility of the kitchen to choose a location and make sure it complies with selection criteria of APYN |

<table>
<thead>
<tr>
<th>How APYN can do this:</th>
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<tr>
<td>15. Given a (written document and verbal workshop) explaining the details of the project and kitchen responsibilities. Specifically include a section related to the location selection and market and give advice to kitchens about how to engage with communities also that APYN will bring larger scale awareness raising activities under its jurisdiction, with follow</td>
</tr>
</tbody>
</table>

**Emily Trudell – Internship Report – October 2012- March 2013**
| areas/awareness raising campaigns | promotion.  
| a) APYN has provided posters to the kitchens.  
| c) brochures have been produced in the past, but will be helpful to help kitchens inform customers about probiotic health benefits.  
| d) In the future APYN would like to conduct awareness raising campaigns and promotional events in areas outside Mwanza, to increase public awareness however large scale activities in this result area are currently limited by lack of funding.  

**How APYN can do this:**  
13./14.) APYN needs to produce a manual or do trainings 2-4 x per year or hire business consultants. APYN has hired Macachia, an expert business consultant to facilitated sessions on entrepreneurship and financial documentation and staff plan to take comprehensive notes during the facilitation of this session so that a consistent financial documentation template is produced from which criteria can be extrapolated and in turn, monitored for accuracy by APYN during kitchen visits (this can form thru on such being dependent on its liquidity situation  

16. b) It is the kitchen’s responsibility to get signs to advertise the location of their kitchen. |
**the basis of an Monitoring and Evaluation system**

16. APYN has already provided up a) advertisement poster, can provide an c) up to date document/brochure with probiotic benefits for kitchens to refer to and explain to customers and d) would like to help to do awareness campaigns about probiotic health benefits and the Fiti probiotic yoghurt in the future, but this is for long term.

<table>
<thead>
<tr>
<th>Personal/Group Issues</th>
<th>Issues APYN can help with and why</th>
<th>Issues APYN cannot help with and why</th>
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<tbody>
<tr>
<td><strong>Obstacles</strong></td>
<td></td>
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</table>
| 1. Scandals between community members and members of kitchen  
  2. Negligence        | 1. If the scandal is due to confidentiality and stigma issues, then it is APYN’s responsibility to increase kitchen’s awareness of stigma so that the kitchens can fulfill their responsibility to: keep information related to beneficiaries confidential by refraining from distinguishing between beneficiaries and other consumers of probiotic yoghurt |
|                       | 2. If the Negligence is related to interpersonal conflict such as a member’s lack of commitment, it is the responsibility of the kitchen to resolve this and decide the best course of action. For example: removing the negligent member from group. |

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and b)mystery surrounding what probiotics are, then it is APYN’s responsibility to inform the kitchen members about probiotic health benefits, specifically that they are healthy for all consumers so that kitchens can fulfill their responsibility of informing beneficiaries and customers about the product.

2. If negligence is due to misunderstanding or lack of understanding of production process, and the yoghurt is poor quality as a result, then it is the responsibility of APYN to teach the proper process to all members.

How APYN can do this:

1. a) Provide a written document and/or verbal workshop on stigma associated with HIV/AIDS and how it can affect the behaviour or sufferers, on how to deal with beneficiaries with confidentiality in the kitchen setting, and on customer service practices.

b) As mentioned above: Give a written document summarizing

<table>
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<th>How APYN can do this:</th>
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<tr>
<td>1./2.) In the document outlining APYN and kitchen responsibilities, include a section related to interpersonal conflict, and steps to resolve negligence. For example having a system in place that issues a written warning to a negligent group member, so that there is a paper trail that can prove appropriate action was taken should the member who was removed want recourse.</td>
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<tr>
<td>health benefits of probiotics for kitchens to display and to serve as a reminder to themselves and as information to customers/community about the special nature of the yoghurt</td>
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<tr>
<td>2) Give a probiotic production re-training 2-4 times per year with help of intern and as mentioned above: Ensure a staff member is sufficiently trained in production process to have the duty of that staff member be to ensure quality control is maintained by consistent monitoring of kitchens using specific criteria and tools to measure that criteria! Tools can include a taste rating scale, a cleanliness rating scale, a production process adherence score, etc, which are criteria that can be checked and compared at each visit.</td>
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**Appendix – 8 – Kitchen Consultation Summaries and Kitchen Issues Reference Guide**

| Goals | 1. Increase # of beneficiaries receiving yoghurt (disabled, elderly, children, etc)  
2. Increase # of donors  
*There were many other goals mentioned related to kitchen members wanting to help the vulnerable in their communities as much as possible. | 1. APYN is responsible for ensuring 75 beneficiaries selected per kitchen for the project are receiving the probiotic yoghurt on a daily basis, which the donor’s funding is designated for producing. Therefore APYN does not have excess funding to increase the amount of beneficiaries.  
Why was this a goal of many of the kitchens?  
Members were confused because they were told to increase from 55, to 75 and so on, which gave many members the perception that APYN had more funding to keep increasing. It is APYN’s responsibility to inform them of the current number, and if additions or reductions are necessary, APYN will notify them.  
Also, it is the kitchen member’s responsibility to find more groups of customers – vulnerable or otherwise. They are advised by Makachia to go into their communities to find groups. For example they can go to clinics and schools to promote their business and find their own beneficiaries.  
2. The kitchens are accountable to the current donor to ensure that yoghurt with sufficient probiotic levels is produced and distributed to current beneficiaries. Increasing donors can be a goal for the future but kitchens must understand they must meet the requirements of the current donor on an ongoing basis before they search for more donors which is their responsibility, not APYN’s  
APYN and Makachia advise the groups to work hard to reach the standards of the donor now to prepare for donor requirements of increased production in the future. For example, a feeding program |
may require 100L per day but if the group can only produce 40L per day, because they have not been building their capacity, they will be excluded from the program.

Obstacles

3. Beneficiaries live far away and some cannot come everyday
4. Conflict between beneficiaries and kitchens. Examples: insulting, aggressive, drunk, doubt the probiotics, do not trust that kitchen members are confidential about HIV status, etc.
5. Beneficiaries want more vouchers, and more yoghurt – do not think the ¼ L is enough
6. Customers want more information. Example: Want explanations about a) about probiotics & about b) lack of packaging, and also some kitchens are not earning enough income and want to increase selling price of yoghurt

3. The kitchen members are responsible for selecting the beneficiaries. Therefore it is their responsibility to ensure the beneficiaries live near the kitchen.

Why are the kitchens selecting beneficiaries from outside communities?

When the only kitchen was Tukwamuane – transportation money was given to deliver yoghurt to beneficiaries living far away, so kitchens thought this was possible. So now kitchens must make sure they select according to their location because with the increase in kitchens established, there is now no funding for transportation.

Kitchens which have selected beneficiaries outside of the community, are advised to inform APYN, so that when space becomes available beneficiaries can be switched to a closer location. For example, Igoma selected a beneficiary in Mlango Moja, so now (contingent on an opening), this beneficiary has switched to Mlango Moja.

4. If the mistreatment of kitchen members is related to a) confidentiality and stigma issues, then it is APYN’s responsibility to increase kitchen’s awareness of stigma and therefore of the kitchen’s responsibility to:

To keep conflict to a minimum and trust to a maximum, the kitchen groups should follow the example of two groups who are practicing good techniques for confidentiality. Sayuni group makes the
beneficiaries feel more comfortable to receive their yoghurt by placing the sign-in book in a separate room, for the beneficiaries to sign in private. Tukwamuane has informed the beneficiaries of the location of the book, so they can sign it freely and independently when they come to pick up their yoghurt.

Also to keep conflict to a minimum, kitchen members must remember that part of running a business is customer service, which was part of their first training. As part of good customer service, members should not distinguish amongst customers who come to the kitchen. Sometimes the beneficiaries can be harsh because many of them have had difficult lives, living with the illness, but good customer service and good business management requires customer awareness and patience on the part of the business representatives.

If the conflict is related to:
4b)mystery surrounding what probiotics are, then it is APYN’s responsibility to inform the kitchen members about probiotic health benefits, specifically that they are healthy for all consumers.

APYN will help address this challenge through workshops, and invite the kitchen groups to consult APYN if further clarification is necessary or questions and problems arise, so that kitchen groups can increase their comfort level with the concepts.

5. It is APYN’s responsibility to inform kitchen members about a) project details, voucher or sign in system. specifically that the donor designated funds for only 1/4 liter per beneficiary per day, because b) only a small amount of probiotics are necessary to receive health benefits.
In the past with the voucher system, the group members were not diligent in tracking beneficiary attendance. Now with the sign in system, they have to be keen in making sure the beneficiaries sign immediately, to keep track of people who want to cheat the system, for example by coming twice in one day.

6a) It is APYN’s responsibility to inform kitchen members about probiotics as noted above, so that information can in turn be provided to customers about the benefits of probiotic and the higher price as a result.

Some information about the yoghurt selling price came up during the workshop with Makachia. For example VSI and Sayuni were selling a lot of yoghurt but not generating the commensurate income. According to calculation they are getting only 1000 Tsh per each glass. This revealed a problem of glass volume. VSI was giving too much yoghurt, because their glasses were 375 ml instead of 250, generating a loss. So for kitchen’s with similar losses, Makachia advised to either 1) reduce portion by buying the proper sized glasses or 2) increase the price of the current (larger volume) glass.

Though some kitchens are producing a lot of yoghurt, they are having losses, because their glasses are too big.

6b) APYN has taken on the responsibility of finding packaging and APYN needs to inform the kitchens of the business plan in which APYN will purchase packaging, packaging machines and package yoghurt purchased from the kitchens, benefiting kitchens as a major customer.

The kitchens were only given limited information at the workshop about packaging, because details are not clear yet with APYN and
<table>
<thead>
<tr>
<th>Needs/Solutions</th>
<th>APYN is in the process of hiring more people to help with all business and marketing aspects.</th>
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<tbody>
<tr>
<td>7. Need information on the use of vouchers to give to beneficiaries</td>
<td>7. It is APYN’s responsibility to notify the kitchen members about the details of the project including that the donor has designated funding for only ¼ liter of subsidized probiotic yoghurt per beneficiary per day, and this information is to be relayed by the kitchen members to the beneficiaries.</td>
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<tr>
<td>8. Need explanation on probiotic benefits</td>
<td>See 5a) Response</td>
</tr>
<tr>
<td>9. Need probiotic yoghurt awareness raising campaigns</td>
<td>8. It is APYN’s responsibility to inform the kitchen members of the benefits of probiotics so that they can inform customers and beneficiaries.</td>
</tr>
<tr>
<td>10. Need upgrade retraining on probiotics yoghurt processing</td>
<td>This challenge was addressed at the workshop, with a retraining on probiotic health benefits.</td>
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<td></td>
<td>The members must be confident about the process and the project; they should be confident enough to tell beneficiaries about probiotic yoghurt with the information they receive from APYN but if they feel there is a gap and don’t have enough information, they should consult APYN.</td>
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<td>To re-iterate - If kitchen members return to work, and forget the details, they are advised by APYN to come to APYN for reminders. Gaining more knowledge will increase member’s confidence to engage with the community and to take advantage of community events where they can confidently explain the project and health benefits of probiotics to the public. And if they feel like they can’t explain, the</td>
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kitchen members are encouraged to invite APYN members to explain on their behalf at the meetings.

9. It is APYN’s responsibility to increase publicity and awareness in the community of probiotic yoghurt and community kitchens (funding permitting)

APYN, funding permitting, will help with conducting higher level awareness raising campaigns but kitchen groups also are responsible to promote use of probiotic yoghurt at the local level.

For example – talk to the customers – use word of mouth – use local opportunities like church gatherings, community meetings, etc. APYN recommends to groups to go to community meetings to advise the street leaders about the projects; it is a chance to explain to community what probiotics are and kitchens don’t need funds for these activities!

10. It is APYN’s responsibility to teach the kitchen members the probiotic yoghurt production process as this is the key part of the project which the donor is providing funding for.

This challenge has been addressed in the workshop, with a re-training session. However kitchens must know that APYN will make follow-up visits, to ensure that kitchens are implementing the financial teachings, and yoghurt processing techniques effectively.

*Notes were taken by APYN staff during the workshop to generate criteria to measure during kitchen visits with the goal of rating the groups on certain criteria with some sort of scoring or rating measurement system with an overall score indicating performance.
| | See Kitchen Consultation Summary – Recommendations for Action – page 59 for ideas on what the criteria could be |  |