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PREPARATION OF HUMAN RESOURCES DEVELOPMENT PROGRAMME  
FOR POST APARTHEID SOUTH AFRICA

XP/RAF/94/131

Integration of women in the agro-food processing industry  
in South Africa: utilizing the modular approach\*

Background paper prepared by UNIDO/Human Resource  
and Enterprise Development Division (HED)  
for the International Donors' Conference on  
Human Resources Development for a  
Post Apartheid South Africa  
to be held in Johannesburg  
on 28 to 30 June 1994

Based on the work of Dr. Gautham Raj Jain  
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\* This document has not been edited.

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LIST OF ABBREVIATIONS

CIDA	Canadian International Development Agency
GDP	Gross Domestic Product
ILO	International Labour Organization
RM	Ringgit (Malaysian currency)
NGOs	Non Governmental Organisations
PTA	Preferential Trade Area
R	Rand (South African currency)
SADCC	Southern African Development Coordination Conference
TBVC	Transkei, Bophutatswana, Venda and Ciskei
UNICEF	United Nations Children Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women

CONTENTS

LIST OF ABBREVIATIONS	Page 2
CONTENTS	Page 3
FOREWORD	Page 5
INTRODUCTION	Page 7
SUMMARY AND RECOMMENDATIONS	Page 9
<u>PART I</u> Current socio-economic environment in South Africa	Page 13
A - Socio-economic status of women	Page 13
B - Agro-food processing of industry in South Africa	Page 15
C - A strategic alternative: women's integration	Page 16
<u>PART II</u> Current problems and global experiences	Page 18
A - Problems and needs assessment	Page 18
B - Global experiences: women and agro-food processing industry	Page 22
C - Modular approach to entrepreneurial and managerial skill development programmes-evolution and progress	Page 27
D - UNIDO's approach	Page 29
<u>PART III</u> Strategy and programmes to integrate women in the agro-food processing industry in South Africa	Page 30
A - Programmes beneficiaries and strategies and institutional arrangements	Page 30

B - Objectives	Page 34
C - Outputs and activities	Page 34
D - Resources required	Page 43

**REFERENCES**

Page 44

**LIST OF FIGURES AND BOXES**

<b>FIGURE 1: Socio-Economic Issues of women in South Africa</b>	Page 13(A)
<b>Box 1: Agro-food processing industry: strategic advantages for South Africa</b>	Page 16
<b>Box 2: Strategic advantages for self-employment in agro-food processing industry</b>	Page 17
<b>Box 3: Problems and constraints of women in agro-food processing industry and interventions required</b>	Page 21
<b>Box 4: Global experiences: Promotional measures for small enterprise development by women in agro-food processing sector</b>	Page 25

## FOREWORD

Further to the United Nations General Assembly resolution 46/79 A of December 1991 and 47/116 A<sup>1</sup>, the UN Secretary General and the Commonwealth Secretary-General agreed the principle of organizing an International Donors' Conference on Human Resources Development in a New South Africa in cooperation with their key donors' agencies and South African organizations. The main goal of the Conference is to provide assistance in the area of human resources development to disadvantaged South Africans to enable them to contribute to the development of a prosperous and stable non-racial democracy.

To this end, a Technical Committee of the Core Group to continue carrying out preparations for the Conference was set up in July 1993. The United Nations, the Commonwealth Secretariat and UNDP will serve on the Technical Committee along with any other members of the Core Group<sup>2</sup> that have contributions to make.

UNIDO was invited as a member of the Technical Committee to attend the Second Meeting of the Committee held at the UN Headquarters on 5-6 August 1993. On behalf of UNIDO, Human Resource Development Branch participated in the meeting which was chaired by the Commonwealth Secretary and also attended by their UN specialized agencies (UNESCO, ILO, UNICEF...).

As results of discussions and exchange of professional views on the Conference Background and on the purpose and the format of the papers to be prepared, two background papers are to be prepared by UNIDO for discussions first by the Workshop II (private sector - skills development - self-employment - entrepreneurship and management) and second by the Session V "Regional collaboration in the area of Human Resource Development in SOUTHERN AFRICA". The present background paper was prepared under the workshop II for which International Labor Office will be the Lead Agency<sup>3</sup>.

The primary goal of the papers is to stimulate donors' interest and to mobilize international support for addressing the Human Resource Development needs of Post Apartheid South Africa. This paper was prepared in line with the basic structure, as requested, and also along with UNIDO experience in the implementation of UNDP/UNIDO project in ASIA and PACIFIC region on "modular approaches to managerial and entrepreneurial skill development"

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<sup>1</sup> "At the appropriate time, in the light of positive developments such as agreement on transitional arrangements, to expand, in a concerted manner, through the relevant United Nations offices and in collaboration with the specialized agencies, the scope of assistance provided inside South Africa aimed at addressing socio-economic issues, particularly in the areas of education, health, housing and social welfare..."

<sup>2</sup> Composed of the Organization of African Unity, African Development Bank, World Bank, European Community, Agence de Coopération Culturelle et Technique, in addition to the UN, Commonwealth Secretariat and UNDP

<sup>3</sup> UNDP report on the Fourth meeting of the Technical Committee of the Core Group on South Africa held on 25 January 1994 in London, U.K., page 5.

(DP/RAS/89/059) as well as of UNIDO training programmes for women-entrepreneurs in food-processing sector.

In October 1993, UNIDO approved the project XP/RAF/94/131 entitled "Preparation of Human Resources Development Programme for Post Apartheid South Africa". This background paper was prepared within this project and based on the desk works carried out by Dr. Gautham Raj Jain, Consultant. During the execution of this consultancy duties, Dr. Gautham Raj Jain considerably benefitted for significant advisory inputs/supports from several colleagues in the Organization. Large numbers of detailed discussions/meetings and exchange of professional views took place - most of them were supplemented by sound background materials. Various assistance/support, particularly in the field of logistics, were provided and highly appreciated.

I take this opportunity to express to Dr. Gautham Raj Jain my sincere thanks for his valuable contributions to the preparation of this paper.

Vienna, 18 May 1994

Backstopping Officer  
Human Resource Development Branch

## INTRODUCTION

Apartheid and gender-based discrimination has made the situation of women worse than that of any other disadvantaged group in South Africa. Their status has been further aggravated due to the downward trend of the overall economy in the recent years. This is especially true for the large numbers of Black African women who live in the homelands having income levels far below the poverty line and are typically without access to education and economic opportunities. The majority of them are single mothers and heads of households. Among the economically active groups in South Africa, black African women comprise the largest number of the unemployed. Many of those who are employed are engaged as manual workers either in white homes or on white farms or are forced by economic necessity to enter the informal sector. They also have been denied access to training and hence, a large number of these women are economically inactive because they have no technical skills and are illiterate as well.

In the process of shaping the new South Africa, the integration of women into industry through entrepreneurship and small scale industrial development should receive the highest priority. To eliminate any further gender-based discrimination and help them to be integrated in the mainstream of the society women's entrepreneurial capabilities must be developed because many women are already engaged in agricultural and in the food processing sectors. This sector will be particularly promising for increasing women's entrepreneurial activities. This will ensure their increased participation in the country's economic and industrial development and thereby their contribution to the industrial growth and advancement of South Africa.

The agro-foods processing industry is the largest sector in the South African economy. It is critically linked with development of both agriculture and manufacturing sectors, and it makes significant contributions in terms of employment generation, export earnings (South Africa is one of the largest exporters of food in the world) and national income. The sector is also considered to occupy a strategic role in redistributing income and land and in reducing socio-economic inequalities.

The recent policy on land reform has opened up new and large numbers of economic opportunities for self-employment in the agro-food processing industry for the disadvantaged population. The important measure under the new land reform policy is to redistribute ownership and land which was previously reserved for the white population, among black people. This has to be achieved without bringing about a severe economic and productive decline in the developmental process. Among the black African population in South Africa, women have many inherent potentials which can and should be developed for the agro-food processing industry. Included is the relevant experience they have gained from having worked on white farms as labourers and also from having sold raw or cooked, fruits and vegetable in the informal sector.

The primary development effort should therefore target one of the major disadvantaged population groups which is women. It is proposed to promote and initiate the integration and participation of women as entrepreneurs in the small and medium scale industrial sector, especially in agro-food processing subsectors and strengthen their technical, entrepreneurial and managerial skills in this manufacturing sector. The programmes proposed here are based on a modular approach which encompasses forward and backward economic



linkages with other economic sectors, most notably, farming, and processing and distribution, along specific product lines. Thus, an integrated programme approach will be adopted in formulating, implementing and managing human resource development programmes for South Africa.

### Summary

1. Due to apartheid and gender based discrimination, women in South Africa, especially black women are characterized as isolated, suppressed and occupying the lowest socio-economic status among all other disintegrated groups in the country. The downward trend of overall economy in the recent years, has further aggravated their status as majority of them are single mothers and head of households. Majority of black African women live in the homelands with income levels far below poverty line with the least economic, educational and training opportunities.

2. In the process of shaping the new South Africa, the advancement of women should receive the highest priority. To eliminate any more gender based discrimination and help them to achieve a respectable status in the mainstream of the society, it is important that their entrepreneurial capabilities are developed especially in the agro-food processing industrial sector.

3. The agro-food processing industry is one of the largest sector in South Africa. It is critically linked with development of both agriculture and manufacturing sectors and makes significant contribution to employment generation, export earning and national income. South Africa is one of the largest exporters of food related producers in the world. The recent policy on land reforms has opened up new and a large number of economic opportunities for self-employment in agro-food processing industry. The new policy is to redistribute ownership and land among black people. Under this new development, the agro-food industry occupies a strategic role in redistributing income and land for reducing socio-economic inequalities.

4. Out of the black population, women should experience a bright future in agro-food processing industry as they have many strategic strengths. The income generation opportunities in this sector do not create any domestic stress as many of them are single and head of households and do not create any geographical limitation. Further women have considerable experience as owners of micro enterprises in agro-food processing industry. All these aspects reinforce the strategy for integration of women in agro-food processing industry through small- and-medium size enterprises which can be started with lower capital and basic technical skills. It is, therefore, proposed that developmental efforts be initiated to develop and strengthen their technical, entrepreneurial and managerial skills in different sectors of agro-food processing industry.

5. The programmes to promote women in agro-food processing industry will have to address on many problems and specific needs of women. Gender specific issues need to be taken into account while formulating capability development programmes for them. Women also lack support and financial assistance as support officials still carry gender related bias and legal barriers also limit their access to essential resources like law, property, etc. High illiteracy among women call for appropriate training methods for developing basic skills among them. In addition to this, women need to be assisted in improving their access to technical and business training, information and extension services. A number of women who are already entrepreneurs in this subsector need to be upgraded as they experience many problems on accounting inadequate entrepreneurial and technical skills. To ensure that micro-, small- and medium-size enterprises in agro-food processing industry sustain and

remain competitive, it is essential that they are assisted in adoption of appropriate technology and more facilities are made available for appropriate technical skills training.

6. Global experiences reviewed in this paper establish that agro-food processing sector has been a strategically important sector in some countries which make significant contribution to industrial production, export and employment generation. African countries have especially adopted various measures to promote women into this subsector (Tanzania, Zambia, Malawi). In addition to technical, financial and infrastructural support, women have been assisted through entrepreneurship development training and management and technical skills development programmes, counselling and consultancy services, extension services, export promotion, guidance, etc.

7. To integrate women through micro-, small- and medium-size enterprises in agro-food processing sector, modular approach to entrepreneurial managerial skill development programmes will be used. The approach will be to provide an integrated model at the grassroots level agencies which will enable them to arrange/provide technical skills, gender issues, business management skills, business opportunity identification, policy and infrastructure support, financial assistance and counselling and extension services to women to initiate them to start important performance of enterprises in agro-food processing industry.

8. The programmes proposed in the paper, envisage a comprehensive developmental process to assist women in starting improving performance of existing micro-, small and medium-size industrial enterprises in agro-food processing sector. This will be achieved through a modular approach integrating entrepreneurial, managerial and technical skills by strengthening capabilities of the existing technical institutions in South Africa to achieve multiplier effect. At the beginning resource persons will be trained for training of trainers and the grassroots level agencies. The trainers, in turn, will turn out competent women entrepreneurs in the subsector. During the programmes, cooperation of South African institution will be sought to extend their resources to the women target group by establishing/creating network of institutions and adequate support systems.

9. Outcomes of the programmes in the preparatory stage will be to produce a directory profiling projects and opportunities in the subsector. Training needs assessment of the target group will be carried out to prepare curricula for different target groups and accordingly, training need assessment of South African technical institutions will be carried out to design/implement programmes for the resource persons training. Sensitization workshop for the policy makers and support officials will be organised to initiate them to create an appropriate supportive environment for women's entry in the industry especially in agro-food processing industry. Resource persons development programmes will be organised in micro enterprises creation/strengthening, small- and medium-size enterprises/strengthening and export promotion programmes. Demonstration workshop will be organized at the grassroots level with the assistance of trainers to demonstrate programme models and establish programmes performance standards. Programmes for technical institutions will be to equip them with appropriate technology and enhance their capability in product development and technical training skills. To ensure sustainability of these promotional measures, specialized training centres in rural areas will be strengthened and growth centres will be set up for providing incubator

projects and other services and training programmes to entrepreneurs in future.

Recommendations:

- (i) The recent land reform policy has offered many key strategic advantages for the overall growth of agro-food processing industry and integration of women in this sector. The industry is critically linked with the growth of agriculture and industrial sector which has shown declining trend in the recent years. Given the high growth potentials in the agro food processing industry in domestic as well as global market, programmes are envisaged to effectively utilise the inherent potentials of women in this sector combined with the land reform policy. This will assist South Africa to increase the production of agriculture and industrial sector and solve the socio-economic problems of the country. These aspects of the papers with supportive data should be emphasized during the discussions in the donors conference.
- (ii) Agro-food processing industry is well developed with sophisticated technology only in the large-scale sector. Appropriate technology and product development in agro-food processing industry are the prerequisites for the promotion of micro-, small- and medium-size enterprises. Technical assistance for appropriate technology in this sector will be to provide the necessary equipments at a reasonable/affordable cost to entrepreneurs as well as technical institutions for technical skill training among entrepreneurs.
- (iii) Small projects in agro-food processing industry will be another prerequisite for integrating women into this sector. They need to be assisted in preparing business plans which will meet the requirement for financial assistance. The small project plans will not be viable until support assistance for storage of food, preservation, transportation and marketing assistance are provided with adequate credit facilities. Policy-makers and support institutions should be assisted in creating a network of such assistance in different parts of the country. This will also require setting up of specialized institutions in agro-food processing in rural areas as well as growth centre in small town. To sustain these institutions, UNIDO may provide support to these institutions for a period of two years with donors' assistance. But for long-term sustainability, UNIDO should, therefore, explore and establish administrative funding support from the South African government or other community based organisations and large corporations.
- (iv) To implement the programmes, a core group should be formed within UNIDO to provide overall supervision, guidance, monitor and evaluate programmes periodically and play advisory role to the project steering/coodination committee. The core group should consist of UNIDO officials from Human Resource Development Branch, Integration of Women in Industrial Development Unit, Industrial Policy, Quality Assurance Unit and Africa Programme. The project steering/coordinating committee will plan and make necessary arrangements for the implementation of programmes and provide professional inputs. The committee should consist of officials from Human Resource Development Branch, Africa

Programme, representatives from donor agencies, international organisations, HRD consultant with specialisation in entrepreneurial/managerial skill development and agro-food processing expert and representative from South Africa government especially of the relevant women's ministry.

- (v) Training needs assessment, project profiling and opportunity identification, identification of training institutions and their capability assessment fall within the preparatory stage of the programmes. These programmes should be completed in the first six months. The inputs of training needs assessment will be required for requirements assessment of institutions for training of trainers and resource persons training. As a part of the assessment, a questionnaire on assessing existing training facilities/capabilities with the requirements of programmes will be also mailed in advance.
- (vi) All the resource persons' training programmes may be organized in Southern subregion by the international experts and in the other institutions having long experience in training of trainers in small and medium enterprises training programmes with specialisation in agro-food processing industry and gender issues.
- (vii) The programme content for resource persons training programme should cover all necessary elements/inputs that are needed in programmes for ultimate beneficiaries. It is, therefore, important that model programmes for different target beneficiaries are prepared before going ahead with the programmes for the resource persons training. This should be based on training needs assessment survey. For the training needs assessment survey and the curriculum, a team consisting of national experts and two international experts should be involved. One of them should be the expert in technical training in agro-food processing industry and the other one should be an HRD consultant in industry with specialisation in modular approaches to entrepreneurial and managerial skills development and gender issues.

PART I: Current socio-economic environment  
in South Africa

A. SOCIO-ECONOMIC STATUS OF WOMEN

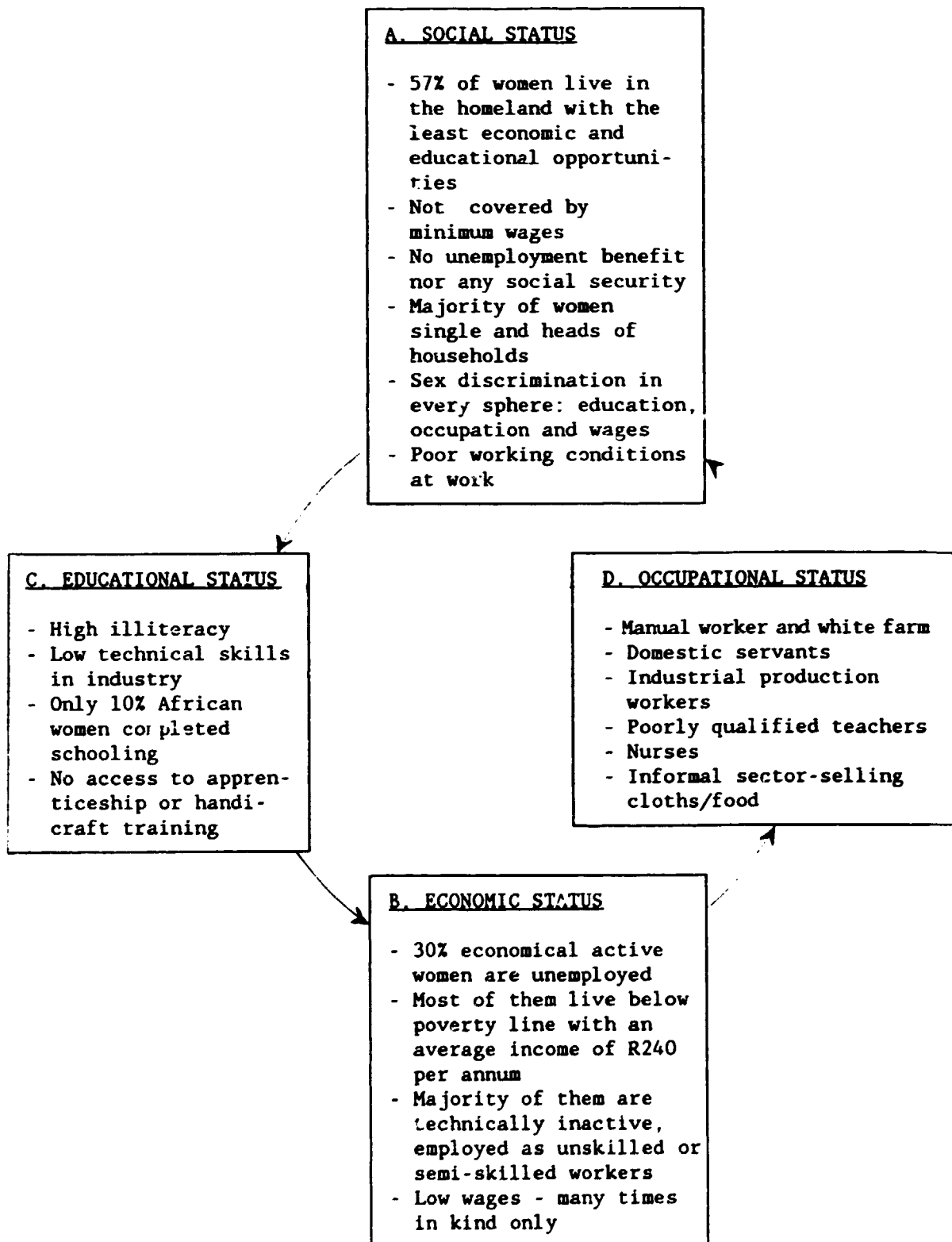
The female population in South Africa, based on 1991 census figures, accounts for approximately 50.52 percent (of a total population of approximately 37.7 million). In the areas formerly known as the "homelands", the nominally independent TBVC states, women make up 53.6 of the population (about 6.7 million); the higher figure is based primarily on the outmigration of males due to economic reasons. The women in these areas, particularly, have the least access to economic and educational opportunities. Because of the Bantustan policy, influx control laws, racism and gender discrimination, Black South African women are especially disadvantaged in the area of education, training employment and income generating activities. The downturn in most sectors of the South African economy in recent years has even further reduced their chance of being trained and employed. With high inflation and increased prices, the situation of women has been further eroded as the majority of them have to shoulder responsibilities of managing household affairs by themselves along with providing an income for their children and families. The present situation of women in South Africa generally, specially for those in the former homelands can be characterized, as isolated, suppressed and occupying the lowest socio-economic strata of society. They are even more disadvantaged than African men as will be illustrated further on (see Figure 1 page 13 (A)).

1. UNEMPLOYMENT, POVERTY AND INEQUALITIES

Women constitute about 34.4 percent of the South African workforce according to 1991 census figures. Based on 1991 figures for the economically active population (EAP), 25 percent of the women were unemployed as compared to 14 percent of the men. Unemployment overall, affects Black women most heavily, with their share of all women unemployed in 1991 being 84.4 percent.

Of women included in the EAP (i.e., those over the age of 15, either employed or looking for work), only approximately 27 percent were Black, and, 35 percent were Coloured (gender-disaggregated census data typically display data according to Black/African, Coloured, White and Asian population groups). This indicates that 73 percent and 65 percent of the population for these two groups, respectively, were without employment. These gender-based figures become even more striking when compared with the fact that of those the EAP reporting "no income" in 1991, 55 percent of all the Blacks in this category were female and 49 percent for Coloured.

As of 1991, of those living in the former homelands, about 89 percent of the population were below the poverty line. As the number of women in these areas has been estimated as high as 57 percent, a disproportionate share of the 89 percent were likely to be females. Women in these areas have limited access to economic and educational opportunities and are trapped in extreme poverty. Frequently, they are exploited as manual workers, thus receiving low wages and having to endure poor working conditions. Women in these areas and throughout the country, are typically found outside the formal sector, which currently accounts for an estimated 40 percent of the EAP. For many women, such work is in retail sales--clothing or food, especially--

Figure 1: Socio-economic issues of women in South Africa

childminding or midwifery. In the mid 1980s Half of the male wage earners received less than R 500 per year, while half of the women wage earners, the majority of whom were the sole bread earners of their household, earned less than R 240 annually (4). These figures suggest that there is both racial and gender discrimination. The average earnings of South African black women in the mid-80s was half of those of the black males and only about 8 percent of white males.

## 2. LOW OCCUPATIONAL STATUS

In industry, while African women workforce is three quarter of other groups, only 70,000 African women are employed as production workers, out of 214,000 women in the production work (5).

Women have differential access to employment opportunities on the basis of their racial characteristics. White women were the first to enter into industrial manufacturing. When white women moved to other sectors, i.e. service sector, South African black and Indian women were allowed to enter industrial production (6). Sixty percent of black South African women are employed as unskilled or semi-skilled manual labour. About 724,000 women are employed as domestic servants in white homes and about 655,000 on white farms (7). About fifty percent of the migrant women now work in the service sector, 18,6 per cent in agriculture and 12,8 per cent in factory production. In the professional categories 11 per cent of African women are mainly nurses and teachers. The women's workforce is, however, very small except in significant manufacturing sectors such as clothing and knitting where 83 per cent of the workers are women; others are in textiles, shoe manufacturing, electrical machinery, leather and food branches of manufacturing (8).

## 3. LOW EDUCATIONAL PROFILE

Lack of educational opportunity in the homelands and legal denial for access to skill training have left many women illiterate without any basic literacy and numeric skills. Women have very little access to training for skills required in industry. Very few black women qualify as professionals except in the areas of teaching and nursing. Only 10 per cent of African women enter the 10th standard, while 75 per cent of white and 40 per cent of Indian women qualify for this latter standard. (12). The majority of women (about 20,900) who attain university, technikon level education, enrol for commerce, education and law related subjects and only 1 per cent enrol in agriculture, engineering and architecture (13).

Given this profile, it is easy to see and understand that women in South Africa especially those in the homeland areas, have been isolated from the industrial productive base of the country. The role of reform measures, therefore, will not only be to improve their income level, but also to ensure their equal participation. However, there are many challenges to be faced in integrating women into industrial development as there are many barriers which include illiteracy, lack of technical business skills, socio-culture and gender issues, their geographical locations, lack of access to technical and business training, and generally poor infrastructural facilities in the homelands. It is therefore deemed necessary to adopt measures to improve the economic status of women in South Africa.



### 3. AGRO-FOOD PROCESSING INDUSTRY IN SOUTH AFRICA

Agriculture and the food processing industry constitute the third largest sector in the South African economy and makes significant contributions to employment, GDP and South African export earnings. The agricultural sector alone contributes 17.4 per cent of the total national income providing employment to 1,004,986 people which is 9.8 per cent of the economically active population of the country (14). About 30 per cent of non-gold export proceeds come from sales of agricultural and processed agricultural products. South Africa grows almost every kind of food crop as well as fibres and exotic products such as medicinal herbs and ingredients for cosmetic fragrances. Maize, wheat, sugar cane and grapes are the major crops in South Africa (15). However, the sector has shown a declining trend in the recent years largely due to high growth rates of the population and drought conditions in the country. The output of this sector declined from 13.6 million tons in 1981-82, to 3.4 million tons in 1983-84 and again from 11.7 million tons in 1989-90 to 2 million tons in 1992/93, due to draught. Due to this lower productivity, it contributes only 4.7 per cent to the GDP in 1991. As a result, importation of food products is rising and is expected to reach 4.5 million tons (16).

Food processing based on local farm products was the first to develop in South Africa. The industry makes the largest contribution in the value of manufacturing sales. Food alone contributes 15.4 per cent of total sales in manufacturing, while beverages contribute 5.5 per cent. The sector provides employment to 215,100 workers which is 16 per cent of the manufacturing industrial labour (17). South Africa is one of the largest exporters of high quality fresh and processed fruits in the world, second only to Chile in the Southern hemisphere. The country is the major competitor with United States fruits. The most important products are dried fruits, canned fruits, grapes, apples, peaches and pears (18). The sector is being encouraged by the Ministry of Agriculture to increase planting and production. The sector enjoys many competitive advantages which include cheap labour, favourable climate, and the use and application of modern technology in most processing plants. The most disadvantaged factors for the sector are its dependence on agricultural production which fluctuates very often (19).

**BOX 1: AGRO-FOOD PROCESSING INDUSTRY STRATEGIC ADVANTAGES FOR SOUTH AFRICA**

- Critically linked with the growth of agriculture and manufacturing sectors
- The country is rich in diverse agricultural crops: food, fruits, vegetables, fibres, exotic medicinal herbs and cosmetic fragrances
- Offers large numbers of economic opportunities and employment
- Means to remove inequalities through redistribution of land and income
- Diversify rural economy and foster rural industrialisation
- Increasing demands of food in domestic market
- Large global market offers increased export of processed food/fruits

**C. STRATEGIC ALTERNATIVE: WOMEN'S INTEGRATION**

The agro-food processing industry in South Africa has tremendous potential for growth to meet increasing demands of both domestic and global markets. Since it is the largest and critical sector of the economy, the Ministry of Agriculture is totally prepared to promote this sector, and to increase the total number of plantations and production output. As stated earlier, one of the significant developments in this respect recently, has been land reforms. This opens up new opportunities for women in agriculture and the agro-food processing industry. Eighty-six percent of the land reserved for whites was replaced in 1991. The government is now promoting acquisition of land by the black South Africans as a step toward future socio-economic development (20). To ensure that women and men take the fullest advantage of this change, it is necessary that their technical and business skills are developed equally to facilitate their successful entry in the subsector.

**Strategic advantages :**

- (i) The agro-food processing industry is critically linked with both agricultural production and the manufacturing sector. Agricultural production contributes 17.4 per cent to national income and food processing contributes 15.4 per cent to the total sales in the manufacturing sector. The growth of this sector is important for the overall economic growth of the economy.

- (ii) The sector also makes a significant contribution to export earning which is not less than 30 per cent of the country's non-gold export. South Africa earns about \$700 million in foreign exchange through this subsector.
- (iii) Employment in this subsector also makes a significant contribution as the total employment in this sector is more than 3 million which accounts for about 25 per cent of the economically active population.
- (iv) The sector is an important means of removing inequalities through the redistribution of income and land. Presently, 86 per cent of the land is reserved for white farmers and 40 per cent of farm income is earned by only 1 per cent of all farmers. The new land reform policy is intended to increase employment as well as the number of land owners. This means in the new development process, that this will be the major sector to contribute to the reduction of inequalities and to the raising of the income of the poor to improve their living standards.
- (v) Enhanced rural development is also possible through the promotion of this sector as it constitutes the most relevant economic opportunity in rural areas where the majority of people are poor and worked previously as only seasonal, manual labourers. The growth of this sector is also linked with the development of basic infrastructural facilities such as roads, transport, electricity, educational and health-care facilities.

**BOX 2: STRATEGIC ADVANTAGES FOR SELF-EMPLOYMENT OF WOMEN  
IN AGRO-FOOD PROCESSING INDUSTRY**

- Supportive land reform policies redistributing land among economically disadvantaged group
- Does not put any extra domestic stress on women as opportunities are available near their homes
- Entrepreneurial initiatives require low capital and less formal education and technical skills
- Majority of women possess relevant experience and skills as they previously worked in farms and selling foods

## PART II: Current problems and global experiences

### A. PROBLEMS AND NEEDS ASSESSMENT

As already outlined, promoting women in the agro-food industry is considered a strategic approach for ensuring their equal participation and stimulating industrial development and economic growth. A way to achieve their integration in the agro-food processing sector is to promote them as entrepreneurs of small/medium enterprises. Following are the problems and needs of women for their integration in this subsector:

- (a) Gender specific barriers (22): There are several gender specific barriers that affect women's entrepreneurial entry in the agro-food processing industry. In common with African countries, women in South Africa need to operate within a social milieu and in limited geographical locations (23). Traditionally, women are looked upon as wives and mothers with major domestic responsibilities. Given their role, women are left with very little time to participate in economic activities. Nevertheless, many of them also have to earn an income to ensure the survival of their families. Lack of social services like kindergardens or creches put additional constraints on women with children and prevents them from attending training courses. Women's role and status thus can limit their formal educational attainment as well as vocational training. These limitations also affect their ability to begin entrepreneurial endeavors, at an older age especially if training is not available and social-cultural constraints remain unchanged.

All these gender issues need to be taken into account when formulating programmes for women in the agro-food processing industry by appropriately assisting them and designing curricula.

- (b) Lack of support and financial assistance: Due to the secondary place of women in South African society which includes crucial deficiencies in legal support and recognition, financial and support institutions have gender-related biases and stereotypes which must be overcome. Thus, these institutions often refuse credit and other support assistance for the women.

In selecting opportunities suitable for investments, developmental financial institutions often insist on collateral, security, and approval of male members of their family. Further, certain legal barriers also limit women's access to essential resources like land, property, finances, etc. This aspect will seriously hamper women's entrepreneurial initiatives in the agro-food processing industry.

Policy makers as well as officials of financial and support institutions need to be sensitised to the need to create congenial environment which will facilitate women's entry into economic activities with special reference to the food processing industry.

- (c) High illiteracy among women: Since women did not have adequate access to the educational system in South Africa, it is expected that a large number of them are illiterate without any basic literacy and numeric skills. Therefore, the larger population of women who could benefit from the emerging opportunities in agro-food processing need skills such as cost calculation, profits, book-keeping, and marketing.

The programme methods for this target group need to be designed in such a manner that basic business skills are developed among those who lack basic literacy.

- (d) Limited access to technical and business training: Women lack access to technical and managerial skill development programmes and many of the training institutions will have difficulty in reaching out to them. Further, at the grass root level, training institutions are not equipped to provide requisite technical and entrepreneurial and managerial skills training in the food processing industry. Some of the basic skills like budgeting, price calculations, marketing, record keeping, product quality improvement, packaging, access to the basic infrastructural facilities and overall management of small enterprises in the food processing industry are the prerequisite for women to enter this sector.

This aspect needs to be improved by enhancing capacity of the local agencies as well as establishing newer institutions in these areas to provide adequate training, specifically for women. Women's developmental organizations could provide an important resource in enhancing technical, managerial and entrepreneurial skill development training facilities to the prospective as well as existing women entrepreneurs in the food processing industry.

- (e) Lack of information and extension services: Women in the food processing industry also lack information about potential growth opportunities and do not benefit from business information assistance services available from private sector industrial enterprises. This is because women's enterprises are relatively small and often located in the informal sector. The information and counselling services on new business opportunity, modern packaging, technical details, import/export system, method of payment, sources of equipment, pricing and competition are essential for survival and success of existing small/medium and micro sector enterprises.

A network of information/counselling services needs to be created either through existing institutions at the grass root level agencies or to create specialised institutions to provide continuous support to female entrepreneurs in the agro-food processing industry.

- (f) Lack of appropriate technology for small/medium scale sector: Appropriate technology for the small food processing industry is characterised by traditionally simple technologies. Highly modern and sophisticated techniques in food processing are,

however, available in large/medium size corporations. Women entrepreneurs are therefore not able to compete in the market in terms of quality and pricing.

Appropriate technology suitable for the small/informal sector is available and required even for grinding mills, oil extraction, fruit-juice press, vegetables and fruits drying. Technology oriented institutions need to be established to carry out the development of appropriate technology in farming and food processing technology and to develop required technical skill training among the women entrepreneurs.

- (g) Sectoral differences in agro-food processing industry: Opportunities in the agro-food processing industry are available at three different levels: farming; processing; and distribution. With this framework, opportunities are available in both the domestic and export markets. Tremendous potentials exist in cereal processing, oil extraction, fish processing, fruits and vegetable processing, wine manufacturing, meat processing, bakery and confectionery making. These opportunities require special skills and different managerial practices.

It is therefore important that entrepreneurial/managerial skill development programmes are designed on a sector- as well as product-specific basis. This approach will ensure that women are competently trained in appropriate technical skills and relevant delivery of inputs to prospective as well as existing women entrepreneurs.

- (h) Upgrading existing small/medium enterprises owned by women: A number of existing women entrepreneurs experience a different set of problems which require special attention. A survey (23) on African women in the food processing industry indicated that apart from common problems which include legal constraints and low literacy, they are isolated from large corporations, inadequate entrepreneurial skills, low literacy levels, over-dependence on middle-men, inability to buy in bulk (which raises the cost of products and thereby reduces profits significantly). They also lack formal and informal support mechanisms including infrastructural facilities for storage, access to technical expertise for profitable marketing techniques and are therefore particularly vulnerable to crisis and are less profitable.

The need is therefore to target the existing women entrepreneurs in the food processing industry as a group to improve the business performance and competitiveness for their future sustainability addressing these specific problems and creating the necessary support network.

**BOX 3: PROBLEMS AND CONSTRAINTS OF WOMEN IN AGRO-FOOD PROCESSING  
INDUSTRY AND INTERVENTIONS REQUIRED**

Gender specific barriers	HRD Interventions
1. Gender issues: social milieu, locational constraints, household affairs, dual responsibility of home and business, limitation of participation in economic activities due to marriages/children.	Gender issues sensitising training programme; counselling of women in these areas;
2. Lack of support/financial assistance as support officials carry gender-related biases and stereotypes.	Sensitise policy-makers and financial officials on the needs of women as well as changing role of women in economic activities and provide access to credit for women-entrepreneurs.
3. Illiteracy among women as major obstacle to enterprise creation training.	Link enterprise creation programmes with adult education programmes; use appropriate training methods of developing basic business skills among illiterate women.
4. Limited access to technical and business training for taking up self-employment in small/medium sector enterprises.	Capacity building in local agencies and offer programmes on new enterprise creation programmes linked with technical skills in different parts of the country.
5. Lack of information and extension services in agro-food processing industry at rural level.	Create a network of information/counselling services in agro-food processing industry through grassroot level agencies and/or create new institutions equipped with these services in rural areas.
6. Lack of appropriate technology for small enterprises.	Equip technical institutions with new appropriate technology, product development and enhance their technical training skills in agro-food processing industry, make appropriate technology accessible for women-entrepreneurs.
7. Sector differences in opportunity in farming, processing and distribution require different technical and managerial skills and involves different set of problems/constraints.	Design and implement entrepreneurial and managerial skills development in each specific sector and also specific product-related programmes in agro-food processing industry.

8. Existence of unproductive small business in agro-food industry and facing many survival constraints.	Organise/implement programmes on development of existing enterprises to upgrade their business/technical skills to assist them in improving their profitability and competitiveness.
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### B. GLOBAL EXPERIENCES: WOMEN AND AGRO-FOOD PROCESSING INDUSTRY

The integration of women into industry through the growth of the small/medium sector, especially in agro-food processing, has been a common strategy in many developing economies. The main aims of these strategies have been not only to stimulate the growth of this sector to achieve overall economic growth, but also to utilise women's productive capabilities more appropriately and thereby increasing women's participation in the overall economic growth of the countries. It is therefore considered appropriate to review experiences and evidence that are available in some countries regarding their strategies and promotional measures taken for integrating women into mainstream agro food processing industrial production.

#### (1) African experience

The agro-food processing industry is an important source of income for large numbers of women who have total responsibility for managing their household affairs. The number of women as heads of households are on increase, averaging per annum 22 per cent in Sub-saharan Africa and more than 33 per cent in Kenya, Botswana and Lesotho (25). The specific data on women's employment in food processing industry is not known. However, it is estimated that food processing activities by women dominate in the informal sector. In African countries, 60 - 80 per cent of the small enterprises are represented by women (26). In the formal sector, food processing industry in Africa is made up of small-scale enterprises which are engaged in processing, packaging, and marketing of local farm products, making snacks, producing and selling ground spices (27). Most of these enterprises do not use contemporary methods in processing.

Developmental efforts focusing on women especially in food processing are limited. In most of the African countries, Ministries of Industry, Commerce and Trade have a desk on the food processing industry, but lack a specific focus on women. However, a number of national and regional women's NGO's have also supported women in food processing industries in Africa through training, credit or technology development.

Recently, at the regional level, agencies like Southern African Development Community (SADC) and the Preferential Trade Area (PTA) have started focusing on women through the financial assistance from The Canadian International Development Agency (CIDA) and the United Nations Development Fund for Women (UNIFEM) and implement gender sensitising training programmes in all economic sectors. Women entrepreneurs in the food processing industry



also benefit from the information services being provided by the PTA. However, significant contributions promoting women entrepreneurs in food processing industry have come from international agencies like the World Bank, UNIDO, United Nations Children's Fund (UNICEF), UNIFEM and International Labour Organization (ILO).

UNIDO has developed training material for women entrepreneurs in the food-processing industry which combines technical training with basic management skills. The training programme has been field tested in Zambia and is now being implemented in Gambia and Tanzania. In Burkina Faso and Mali UNIDO is carrying out a project which aims to develop and disseminate appropriate food-processing equipment for rural women.

In East, West and Southern Africa the focus is on the development of appropriate technology such as, grinding mills, dehuller 1 and hammer mills, grains, and cassava processing technologies. The UNIFEM is also providing supportive services such as credit, training in business skills, operation and maintenance of technologies and marketing (28). UNICEF provides credit support to women in the food processing industry in rural areas. ILO with the collaborative effort of a Dutch NGO is carrying out a project on a technical assistance programme focusing on women entrepreneurs in food processing in Ghana and Kenya.

#### (2) Nigerian experience

The status of women in South Africa and Nigeria have some similarities in the extent to which large numbers of women live in rural areas and the majority of them are household heads. Rural women in Nigeria constitute 65 percent of the agricultural labor force and are significantly involved in the country's farming and food production activities. Women contribute 75 percent of the total population (31).

The government of Nigeria has reserved jobs in harvesting and processing of food crops exclusively for women in rural areas. However, the contribution of the government in integrating women has not been very significant. The major contribution in this sector has come from one of the NGO's who has launched the Better Life Program (32) to assist women in agro/food processing industry. In these programmes, women were mobilized into visible cooperative societies by providing women with interest-free financial assistance. Their assistance has been in many areas such as providing women with direct access to loans, fertilizer, improved seedlings, modern agricultural equipment, management information and the like. The Better Life Programme with the assistance of the International Institute of Tropical Agriculture is also planning to establish food processing centres at the village level. To eliminate food losses at the cooperatives, several processing machines have been procured and given to women. As a result, large quantities of well-packaged processed foods were provided to local markets for a long period outside the harvesting season. Another project for the support of rural women in Nigeria and in the area of food-processing has been implemented by UNIDO. Particularly for gari-processing the project aims to introduce energy-saving and environmentally sound technology.

### (3) Indian experience

The Government of India is committed to providing a massive thrust to food processing and other agro-based industries as a strategy to increase income of poor farmers, create employment opportunities, diversify the rural economy and foster rural industrialisation. The sector has made important contributions in improving agricultural productivity, reducing wastage of fruits, vegetables and improving food availability for domestic markets as well as for export. India's share in the world fruit production is 7.7 per cent and vegetable production is 45 million tons, making it the second largest producing country in the world. However, only 1 per cent of the product is processed. Though in terms of agricultural shares, GDP contributions in the industry come to one third, the sector continues to provide direct employment for 64 per cent of Indian workforce (30).

A large part of the food processing industry is in the small-scale and household sectors. The Government is promoting this sector through cooperatives for processing and marketing of fruits and vegetables, dairy products and fisheries. A number of food processing related products have been reserved for the small-scale sector. However, given socio-cultural status, focus on women in the food processing sector has been largely lacking. Only stray efforts to promote women in this sector have been through entrepreneurship development programmes all over the country to initiate them to take up self-employment opportunities in this sector as many women find them more suitable. The efforts to develop this sector through human resource development strategies has been mainly through technical and educational institutions. This is provided in undergraduate and post-graduate courses especially designed for this purpose at several universities. These courses include food technology, food engineering, fisheries science, dairying, animal products technology, and food preservation.

### (4) Malaysian experience

The agro and food processing industry in Malaysia is one of the top priority sectors for development. The contribution of the industry has been significant, in value added terms, in Malaysian industry, and also in terms of employment generation, and export. The industry's contribution in value addition was about \$M 1000 million in 1981 and accounted for 18 percent of GDP. Its share in value addition to the manufacturing sector comes to 10.7 per cent every year. The annual growth of employment in the industry is about 6.3 per cent per annum. The value of total export of processed food is about \$M 1073 million in 1987.

Malaysia has given a special thrust to promote the agro-food processing industry through small scale enterprises. The small scale sector produces more than 50 percent of the total processed foods in the domestic market. A number of pioneering efforts have been initiated to promote the small scale sector in agro-food processing. The country, in addition to a number of incentives which include a tax holiday for 2--3 years, labor utilization credit, locational incentives, and export incentives, has taken a number of measures to develop human resources for the sector. Entrepreneur training programmes are organized to produce entrepreneurs and technically competent personnel in the food processing industry. The extension services provided in the sector include advising and consultancies, and work and consumer education services. Small-scale industry guidance services provide comprehensive technical guidance in this sector covering areas like food

quality control and sanitation, food machinery and equipment, product development, preparation of feasibility and project reports, marketing outlet and liaison with the relevant agencies and institutions.

Industrial development programs provide consultancy services to medium and large-scale industries in areas of market/consumer-related studies, in the establishment of new plants etc. Laboratory services are also extended to small scale industries at a nominal charges.

**BOX 4: GLOBAL EXPERIENCES: PROMOTIONAL MEASURES FOR SMALL ENTERPRISE DEVELOPMENT BY WOMEN IN AGRO-FOOD PROCESSING SECTOR**

Programmes

- Implement gender sensitising training programme;
- Training in business skills, operations, maintenance of technologies/equipment and marketing;
- Small enterprise development programmes;
- Better life programmes.

Services and assistance

- Credit and financial assistance;
- Information services;
- Promotion of food production and processing technologies;
- Reservation of jobs for women in harvesting and processing of food crops;
- Direct access to loan, facilities, improved seeding, modern agriculture equipment;
- Management information.

Institution building

- Setting up food processing centres at village level;
- Formation of cooperatives.

It can be seen from the global experiences that the agro-food processing sector makes important contributions to many countries' economies in terms of industrial production, export, and employment generation. The small scale sector's contribution has been found significant and promotion of this sector has been especially emphasized. Though the focus on women in agro-food processing industry has not been included in the cases of India and Malaysia, women's active involvement in this sector cannot be denied. But in the case of African countries, importance has been given to integrating women into the agro-food processing sector as a goal of economic growth strategy, overall. The promotion measures adopted to promote women's entry in the sector covered

a wide range of interventions which include technical assistance, infrastructure support, financial assistance and human resource development. Human resource development measures for women have been generated mainly through entrepreneurship development training, management skills development, counselling and consultancy services, extension services, export promotion guidance, technical skills development and provision of information for marketing, product diversification and distribution.

### C. MODULAR APPROACH TO ENTREPRENEURIAL AND MANAGERIAL SKILL DEVELOPMENT PROGRAMMES: EVOLUTION AND PROGRESS

For the promotion of micro-enterprises, small and medium size enterprises, entrepreneurial and managerial skill development programmes have been organized in large numbers in both developed and developing countries for more than two decades. These programmes have been found to be extremely successful in stimulating, promoting and developing, even the most disadvantaged group of individuals, who are unfamiliar or weak in trade and commerce activities, into well-rounded, competent entrepreneurs. Professor David C. McClelland\* made major breakthroughs in establishing a positive relationship between entrepreneur and economic prosperity in the 1960's. These findings made it possible to design training and policy related interventions to increase the quality and quantity of entrepreneurs who would be instrumental in bringing about major economic change. This was followed by the famous experiment known as "Kakinada experiment" which generated enough evidence that entrepreneurs can be developed through training, especially achievement motivation. This led to the design of integrated models for entrepreneurship development. The model consisted of entrepreneurial and managerial skill development to initiate, promote and develop enterprises of different sizes in different locations. The model also envisaged support of technology, financial assistance in marketing, network and infrastructure facilities. It has provided an important strategy for developing human resources for promoting economic progress in India as well as in many developing countries.

#### 1) DEVELOPMENT PROCESS: APPROACH

Unlike management development programmes where necessary knowledge and skills are imparted to help participants manage various functions of a business enterprise, the entrepreneurial and managerial skill development programmes use a comprehensive developmental approach. The participants are admitted to programmes through an established, tested and validated selection process with set procedures and criteria which ensure identification of only those individuals who possess latent entrepreneurial talents irrespective of the socio-economic class. The programme begins with assessing strengths/weaknesses of prospective entrepreneurs to strengthen motivation, development of entrepreneurial and managerial capabilities with necessary motivation, knowledge, and skills that are required in selecting opportunities, mobilizing necessary resources and starting-up and managing newly formed enterprises. During this developmental effort, participants are encouraged/trained to make certain decisions and take necessary action in areas such as size of investment, factory location, products to be manufactured, project report (i.e., business plans), loan application submission, business plan implementation and enterprise launching. In this process, a complete transformation of an individual into a well-rounded entrepreneur is achieved. The trained entrepreneurs are further provided follow-up assistance to speed up the process of enterprise start-up through need-based counselling. The duration of the programme may range between five to ten days in the case of micro-enterprises and four to six weeks for small and medium size enterprises. The contents of the programme are presented as following:

\* The Achieved Society, van Nostram Co., New York, 1985.

A typical entrepreneurial and managerial skill development programme will have the following components:

(a) Pre-training Stage

- (i) selection of programme location;
- (ii) promotional campaign;
- (iii) selection of trainees/prospective entrepreneurs.

(b) Training Stage

(i) Entrepreneurial skill development

- motivation and enterprise competency development;
- information inputs on legal/procedural formalities;
- business opportunity selection;
- business plan preparation;
- mobilizing necessary resources;
- inter-personal and creative skills.

(ii) Managerial Skills development

- Financial skills - accounting, costing, working capital break even analysis, cash flows, etc.;
- Marketing sales--sales and advertising, market survey, marketing manufacture;
- Managerial skills--recruitment of personnel, legal/procedural requirements, purchasing, planning and control, strategy management, etc.

(iii) Technical Skills Development

- Manufacturing skills--product and process related-skills through technical institutions.

(iv) Follow-up

- Need-based inputs through counselling/extension services;
- Assistance in mobilizing necessary support and resources;
- Guidance in costing, marketing and bookkeeping.

## 2) MODULAR APPROACH

The development process in entrepreneurial/managerial skills development programmes involves various modular inputs which are interdisciplinary as well as support of educational and support institutions to ensure implementation of programmes is well coordinated and integrated at the grass-roots level.

The modular approach in this process, looks at various institutions with their expertise in different disciplines for achieving an integrated model.

Therefore, modular approaches target many developmental institutions with varied specializations such as technical skills, gender issues, business management, business opportunity identification, supportive policy attitudes, infrastructure support, financial assistance, counselling and extension services. The contribution of all these areas of specialization is thus integrated through the modular approach with enhanced capabilities and orientation in entrepreneurial and managerial skill development programmes for the different target groups in creation/development of micro and small/medium size of enterprises. This is considered extremely important as deficiency in one of the areas can affect the outcome of the programmes negatively.

The modular approach is therefore being used in the UNIDO programmes to create/enhance institutional capability to achieve integrated modules for promoting and developing women to take-up economic opportunities in the agro-food processing industry. The approach will thus be used to ensure at the grass roots level training in business skills, management skills, and technical skills, counselling and extension services, infrastructure support, financial assistance and information systems, in different parts of the country.

### 3) UNIDO'S APPROACH

UNIDO has provided technical assistance to women's food processing industries, fisheries in Namibia and financial support for women entrepreneurs for development programmes in this sector. The Organization has developed a complete curriculum for female entrepreneurs in the food processing sector, which can be used for both beginning and existing entrepreneurs who wish to expand their enterprises. It provides women simultaneously with entrepreneurial awareness, management skills, and technical skills required for them to run small-scale enterprises in this sector. At the same time, the program contributes to strengthening the capacity of national training institutions or small industry development organizations to offer training for women entrepreneurs and thereby promote the increased participation of women in the industrial development process of their respective countries.

The program can be adapted for a specific country, for a region within a particular country, or for several countries within a regional economic market area. Prior to implementation, a preparatory phase is undertaken in order to adapt the program to the economic context, needs of the industrial sub-sector, and the target group for which it is to be offered. The curriculum materials for both trainers and course participants, are then modified and tailored according to the results of the extensive needs assessment. The programme has been successfully introduced into various African countries.

**PART III: Strategy and Programme to integrate women  
in agro-food industry in South Africa**

**A. PROGRAMMES**

In view of the socio-economic and gender issues associated with the integration of women into the food-processing industrial sector of South Africa, as well as the potential of this sector to generate entrepreneurial opportunities for women, UNIDO proposes a comprehensive human resource development strategy to integrate women into this sector. The detailed strategies with long-term and immediate objectives, new programmes and institution building, target beneficiaries, are outlined here:

**1) BENEFICIARIES**

Though the entire project will benefit the most disadvantaged group of women which are largely African women in South Africa, however, in the present context of the transition period in South Africa, it is likely that many other groups of women including coloured and Indian women might also become adversely affected and thus require entrepreneurial development assistance also. The project will, therefore, take an open view in this matter to consider all groups of women falling within the criteria established for the program and relevant to the social transformation of the country. The beneficiaries of the project are as follows:

- (a) Rural poor women especially heads of households; migrant female labour whether employed or unemployed; women in informal sector especially in agro-food processing for micro enterprise creation/development programmes especially in rural areas;
- (b) Women who are small traders; manufacturers in the agro-food processing industry; professionals and managers for small/medium size enterprise creation/development programmes;
- (c) National level technical institutions in agro-food processing education and training including universities, technikons and technical colleges for the resource persons development programmes;
- (d) Indigenous NGOs, vocational training institutions, women's development organizations, cooperatives and community based organizations (e.g. churches) for grass root level training of trainers programmes;
- (e) African business associations, large corporations, support and financial institutions and policy makers for sensitisation workshops for establishing creative networks of assistance, information and extension services.



## 2) PROGRAMMES STRATEGIES AND INSTITUTIONAL/ARRANGEMENTS

The programmes envisage a comprehensive developmental strategy to promote/develop women to initiate income generation activities in agro-food processing by assisting them to start new enterprises or improve the performance and profitability of existing micro, small/medium size industrial enterprises. This will be achieved through a modular approach which integrates training in entrepreneurial, managerial and technical skills and strengthens the capabilities of the existing technical institutions in South Africa through the development of resource persons. The outcome will be a programme which has multiplier effects (i.e. impact beyond the immediate trainees and institutes participating in the programme). The programmes and strategies also involve the collaborative efforts of international organisations at the key stages of the programmes. Input and coordination will also be sought from South Africa's institutions in agro-food processing women's organizations, and relevant government ministries. These same organizations will in turn be strengthened in order to extend more resources to women, particularly in the homelands for the promotion and establishment of small scale industries. The detailed description of the strategies is as follows:

### a) Micro and small/medium enterprise sector development strategy

The strategy involves a sectoral approach in agro-food processing. Entrepreneurial/managerial skill development programmes will be designed specifically for the two important sectors of the agro-food processing industry, namely, farm product distribution, and, food processing and distribution. The UNIDO entrepreneurial programme for women in food processing could serve as the basis for this strategy. The entrepreneurial/managerial skill requirements are significantly different in these two sectors as they constitute a different set of procedures and processes of enterprise development in terms of: process of developing opportunities; trainee selection; background of trainees; technical and resource requirements; market segments; enterprise management skills; and constraints of geographical location. A preparatory assistance mission to adapt existing materials to the South African context is foreseen.

The developmental programmes will be designed and developed after a careful study is made of the training needs of the target beneficiaries and the markets for products they will produce. A comprehensive survey with documentation of feasible project profiles will contribute to the creation of relevant economic opportunities in the sector suitable for the female target group. The programmes will be linked with specific technical skill development which will be achieved through the participation of the selected, available, technical institutions in agro-food processing in South Africa. The programmes at the grass root level will be need-based and could also be specific to product lines or processes (as is one in UNIDO's current training programme for women in food-processing). Further, the design of the programmes will be localised as they will be conducted in different parts of the country by taking into account local resources, and constraints as well as gender related issues.

### b) Capacity development and institution building strategy

To ensure that the new programmes are carried out effectively, capacity building programmes will be organised to develop resource persons at the

national level within selected institutions. The capacity building strategy targets two areas, namely (i) entrepreneurial/managerial skill development programmes, and (ii) technology and technical training skill upgrading. The modular approach to entrepreneurial skill development programmes will be sector-specific as well as tailored to types of enterprises. The content of the programmes will ensure capacity building through development of resource persons for new enterprise creation as well as assisting existing enterprises to enhance their productivity and profitability. This will consist of providing staff of participating institutions with training and counselling skills, to ensure that they are able to implement training of trainers programmes for the grass root level agencies. A number of training of trainers courses will be organised for existing and potential trainers.

Technological/technical skill development programmes are mainly intended to be offered through the selected technical institutions participating in the project. Such programmes will be intended mainly to upgrade existing technology and to strengthen the institutions' capacity to engage in agro-food processing product development. The capacity of these institutions to offer basic technical skill training will also be strengthened to ensure that they are able to impart relevant skills more effectively to the respective target groups. The main idea behind such training is to equip new micro and small enterprises with better methods of distribution/processing and viability in both domestic and global markets.

New institutions will be created as needed, to sustain, in the long run, the modular programmes in agro-food processing. Two types of institutions may be created. Specialised training centres will monitor/coordinate micro enterprise programmes in the rural sector. Growth centres in the urban areas will be based on an incubator programme model to provide all necessary infrastructural facilities to small enterprises to get them started successfully. These centres will also create facilities for storage, preservation or transfer of technology/skills/products to different parts of the country.

#### c) Collaboration with international communities

The programmes envisage substantial financial support of donor agencies and will entail significant involvement of specialised international organisations in agro-food processing and gender issues.

#### d) Multiplier approach

To ensure that the programmes ultimately reach the largest number of beneficiaries in a short time, the programmes adopt the strategy of a multiplier approach. This will be achieved through "resource persons'" development programmes at the national level. The resource persons, in turn, will train trainers for grass roots level agencies. These agencies will then promote/develop entrepreneurs for micro and small/medium enterprises.

## B. OBJECTIVES

### 1) LONG-TERM OBJECTIVES

- (i) Substantially increase industrial production by stimulating the country's agro-food processing sector through the strategy of promoting of the creation/upgrading of micro and small/medium industrial enterprises owned/managed by women;
- (ii) Reduce widespread disparities between men and women in South Africa, especially with regard to African women through redistribution and decentralisation of economic opportunities and income to achieve social transformation;
- (iii) Reduce mass poverty and unemployment among women by integrating them into industrial production opportunities in both rural/urban sectors of the country and thereby help the country attain balanced economic growth;
- (iv) Develop institutions and build institutional capabilities to sustain overall growth of womens' participation in the agro-food processing industry in the competitive global economy.

### 2) IMMEDIATE OBJECTIVES

- (i) Identify and strengthen existing institutional capabilities to offer gender-based training and assistance in South Africa through the development of resource persons using modular programmes linked with technical skills development for the promotion of micro and small/medium enterprises in agro-food processing industry. These institutions should be able to undertake training of trainers programmes to assist women at the grass-roots level.
- (ii) Identify and assess potential economic opportunities in different sectors of agro-food processing industry in different geographical locations to ultimately develop project profiles relevant for women target groups;
- (iii) Gender sensitize policy-makers, financial, support institutions and large corporations to strategies for and issues associated with the promotion of women in micro and small/medium enterprises in agro-food processing. This will be accomplished through institution building and assisting these organizations to create the required infrastructural facilities and assistance;
- (iv) Create a suitable number of institutions or enhance the capacity of existing ones specialized in agro-food processing in the homelands, capable of achieving self-sustaining growth and achieve greater integration of women into this sector.

### C. OUTPUTS and ACTIVITIES

As per the immediate objectives outlined in above paragraph there are twelve types of outputs:

- (a) Project profiling and opportunities focusing on successful opportunities for women: survey and documentation;
- (b) Training needs assessment survey of female entrepreneurs;
- (c) Training needs assessment of institutions capable of addressing gender issues;
- (d) Model programmes for gender owned micro-enterprises;
- (e) Model programmes for female-owned small/medium sized enterprises;
- (f) Demonstration workshops focusing on gender issues and the needs of female entrepreneurs;
- (g) Technological upgrading for women in product development and technical training skills development;
- (h) Export promotion programmes targeted toward female entrepreneurs;
- (i) A core of policy makers, support, financial institutions and large corporations sensitized/aware of gender issues and needs for entrepreneurial development;
- (j) Gender sensitization;
- (k) New institutions required for the promotion of women in this sector.

A detailed output of each of these programmes/activities is given here:

#### Output 1: Project Profiling and opportunities: Survey and documentation

About 500 project profiles will be prepared, documented and published for wide circulation in the form of a directory among all concerned.

A comprehensive survey will be undertaken to identify potential opportunities (especially for women) in different sectors of the agro-food processing industry including farming, preservation, processing, packaging and distribution. These opportunities will be profiled with details such as feasibility aspects, technical skills and technology required, market segments to be targeted (both domestic and export), required capital and costs of projects, potential target groups and geographical areas, infrastructural and other assistance required and available. The main aims of preparing these profiles will be to have them available for trainers. The profiles will be developed and disseminated among policy makers, support/financial institutions and prospective/existing female entrepreneurs to provide them with greater awareness about the future potentials in the agro-food processing industry.

Activities:

- (a) Identification/selection of 2-3 international experts with agro-food processing industry and gender expertise to conduct the survey with the assistance of the staff of local institutions. These experts will collect data on the potential of different opportunities and prepare relevant documents.
- (b) Identification of local institutions to collaborate in the survey of the specific input required from these.
- (c) Monitor/evaluate the survey findings and seek opinion of local industrialists and other experts.
- (d) Arrange for publication of profiles of the women-entrepreneurs.

Output 2: Training needs assessment survey

A detailed report with training needs of prospective as well as existing female entrepreneurs with respect to different sectors of the agro-food processing industry and to differences among the target groups with implications on curricula for the different programmes will be prepared.

The main aims of this survey will be to identify potential target groups of women and prepare their most likely profiles in terms of geographical locations, education, occupation and technical skills for both the prospective as well as existing entrepreneurs in micro, and small/medium industry in agro-food processing industry. Their current and potential participation patterns, needs, and gender issues for entrepreneurial initiatives within the industry will be analysed to arrive at training needs in technical, entrepreneurial and managerial skills development and make recommendations for different curricula for the programmes as proposed in output 4 and 5 in this programme.

Activities:

- (a) Identification of two international experts: one of them will be the expert in HRD for gender-based entrepreneurial and managerial skill development and the other in food processing industry to carry out the survey and prepare reports on training needs assessment for women in the agro-food processing industry.
- (b) Identification and selection of local institutions to collaborate in the survey and also to provide local support.
- (c) Design and develop programme content for specific programmes and training methods to be utilized, on the basis of needs identified.
- (d) Identify and arrange necessary support of international organisations and also select international experts in accordance with the programme content
- (e) Suggest necessary arrangements for implementing training for the resource persons and for training of trainers programmes.

- (f) Establish operational criteria for short-and long-term monitoring and evaluating of training programmes.

Output 3: Training needs assessment of institutions

Adequate number of potential institutions identified and selected for resource persons development programme as well as for training of trainers with the details of their existing potentials especially with regard to gender awareness and needs for enhancing their training capacities in entrepreneurial skills development, technological upgrading, and/or and technical training skill.

Institutions specialised in technical skill development in agro-food processing in South Africa will be identified and their capabilities will be strengthened in gender aspects of entrepreneurial and managerial skill development and in technological upgrading and technical training skills in different sectors of the agro-food processing industry including farming, preservation, packaging and processing. This will be achieved through the development of resource persons and training of trainers programmes to reach the grass root level beneficiaries. An assessment to be carried out will focus on their staff capacity, curriculum development requirements and training equipment for implementing programmes on micro enterprise and small/medium sized enterprise creation/development programmes in the agro-food processing industry. Emphasis will also be placed on technological upgrading and technical skill training aspects. In addition, the assessment will be based on key factors such as physical facilities, training personnel, existing training activities of the institutions, technical support facilities and gender-based training expertise.

Activities:

- (a) Identify two experts, one of them in HRD with gender-based entrepreneurial skill and managerial skill development and the other a renowned technologist in agro-food processing industry to carry out on-site visits and discussions with institutional and government authorities to select/assess institutional capabilities to identify gender-based needs for capability development in entrepreneurial/managerial skill development programmes, technical skill training programmes and/or technological skill upgrading programmes.
- (b) Design and develop curriculum materials and identify training methods and training materials for the establishment of technological upgrading or technical skill development training for different sectors of agro-food processing industry.
- (c) Identify/select national/international experts and suggest involvement of international organizations in accordance with the needs identified in the above mentioned areas.
- (d) Confirm availability/interest and commitment for the development of resource persons for training trainers for grass-root level agencies.

- (e) Prepare criteria for monitoring/evaluating the performance of the institutions in organizing/conducting training programmes.

Output 4: Model programmes for "micro enterprise creation" and/or expansion in agro-food processing and distribution for female entrepreneurs

Fifty women resource persons fully qualified and able to organise/undertake training of trainers programmes for grass-root level agencies including women's development organisations involved in creating/strengthening micro enterprises in the food processing industry.

The programme will be aimed at resource persons' capability to initiate, organize and conduct programmes for training of trainers at the grassroots level agencies in South Africa. These individuals would, in turn, turn out qualified female entrepreneurs in food processing. The programme will focus on all the element/inputs that are required in setting up micro-enterprises and link them with technical skills development. There will be special modules on gender issues of women in food processing, behavioral skills, opportunity selection/product development, micro-enterprise management skills in food processing and training and counselling skills. The programme duration will be four weeks. Fifty per cent of the participants will be technically qualified in food processing technologies and distribution and the other fifty per cent of the participants will be qualified in business management and/or gender issues. Similar activities as described below for sub-output 2 will be carried out.

Output 5: Model programmes for "small/medium sized enterprise creation"/ expansion in food processing and distribution for female entrepreneurs

Fifty women resource persons fully qualified and able to organize/undertake training of trainers programmes for grass root level agencies including women's development organizations involved in creating/expanding existing small/medium size enterprises in the food processing industry.

The programme will be aimed at resource persons' capability to initiate, organize and conduct programmes for training of trainers at the grass-roots level in South Africa who would, in turn, produce female entrepreneurs in food processing. The programme will focus on all the elements/inputs that are required in setting up small/medium-sized enterprises and linked with technical skills development. There will be special modules on gender issues of women, behavioral skills, opportunity selection/product development, small/medium sized enterprise management skills and training and counselling skills will be offered. The programme duration will be 4 weeks. The 50 per cent of the participants will be technically qualified in food processing technology and food distribution and the other 50 per cent of the participants will be qualified in business management and/or gender issues.

Activities:

- (a) Review and finalize selection of resource persons from South African institutions specialising in food processing technology.

- (b) Identify competent training institutions to undertake these programmes.
- (c) Make necessary arrangements for the implementation of programmes and prepare Aide Memoire and send it to local authorities concerned
- (d) Select and provide international experts in consultation with selected training institutions.
- (e) Allocate fellowship travel and other financial arrangements for instructors/participants.
- (f) Implement training programmes in accordance with training needs for small/medium enterprise creation.
- (g) Determine and provide the necessary equipment to the resource personnel in South African institutions for training of trainers programmes.
- (h) Monitor/evaluate impact of the programmes, including longer-term follow-up.

Output 6: Demonstration workshop on creating and/or sustaining/expanding micro, small and medium enterprises in the agro-food processing industry

About 250 prospective female entrepreneurs fully trained to engage in their micro, small and medium enterprises and 250 female entrepreneurs fully provided with upgraded technical, entrepreneurial and managerial skills to improve their performance and competitive strength in the market.

About 20-25 workshops will be organised with the assistance of resource persons as a part of the demonstration to the trainers of grassroots level agencies. These workshops will cover different women target group including illiterate, educate, entrepreneurs and will cover different projects in agro-food processing industry. They will serve as practical training to the trainers as well as create the performance model for achieving reasonable goals in creating of female entrepreneurs in the agro-food processing industry. About 5-10 trainers will be attached to each demonstration workshops. These individuals will make necessary training arrangements, promote programmes in the local areas, select trainees, arrange technical skill development training and provide inputs in entrepreneurial and managerial skills development during the programme. As a part the follow-up to the workshop, these trainers will be retained for a short duration in order to provide them with necessary follow-up assistance through counselling and information and facilities for the trainees.

Activities:

- (a) Identify/confirm locations in South Africa for conducting demonstration workshop;
- (b) Identify trained trainers and two resource persons for each workshop;
- (c) Identify one consultant to observe the few workshops and provide expert guidance wherever necessary during the workshops;



- (d) Arrange necessary financial compensation to trainers/resource person for the period they are retained for the workshops;
- (e) Implement the workshop in accordance with the curricula developed with the necessary modifications on the basis of local needs and constraints;
- (f) Monitor/evaluate impact of workshops for creating new or expanded enterprises owned or managed by women and document them for the purpose of model development.

Output 7: Programmes on technological upgrading, product development and technical skills training

Twenty-five institutions fully equipped with modern technologies, product development capabilities in different subsectors of the agro-food processing industry and approx. 100 technical personnel trained in disseminating technical training skills for female entrepreneurs among grass-roots level agencies.

On the basis of training needs assessment in this area, selected institutions will be equipped with better and more efficient and modern techniques and practices in farming, preservation, storage, packaging and processing of agro/food based products. They will be further provided with improved capacities for continuous in product development in the agro/food processing industry. Technical skills training of the personnel will be strengthened for imparting these skills to women at the grass-roots level. The main aim of these programmes will be to improve overall efficiency of agro/food processing industry for micro-small medium size enterprise levels to achieve improved productivity, profitability, and competitiveness in domestic and global markets.

Activities:

- (a) Identify/select 4-5 internationally famous technologists in agro-food processing industry as per the needs identification for the technical institutions;
- (b) Arrange programmes for necessary training in new technology absorption, product development and technical skill training;
- (c) Make necessary arrangements for implementing and prepare an Aide-Memoire and send to the appropriate local authorities
- (d) Make necessary funding arrangements for providing necessary modern equipment to the selected technical institutions;
- (e) Allocate fellowships, travel and other financial arrangements for instructors/participants
- (f) Implement training programs and arrange for timely delivery of equipment;
- (g) Monitor and evaluate the programmes, including follow-up.

Output 8: Export promotion programs for female entrepreneurs  
in the agro-food processing industry

Fifty resource persons fully qualified and competent to organize training of trainers in export promotion in agro/food processing industry.

The programme will be aimed at resource persons/trainers to initiate/organize/conduct special programmes for existing small/medium enterprise owners/managers who are either engaged in export of food or desire to enter into export markets. The programme will focus on emerging potentials for export of foods in different countries, export procedures and assistance, upgrading technical, entrepreneurial, and, managerial skills to meet export demands and standards. The special modules on opportunity selection and project formulation for export, behavioral skills, export management, training and counselling skills in export business promotion will be offered.

Activities:

- (a) Identify and select national/international experts with substantive technical expertise in export of agro-food products and also an advanced management expert in export businesses;
- (b) Design/develop curriculum as per training needs identified for the export business and implement programmes.
- (c) Confirm selection of resource persons/trainers and allocate necessary fellowship, travel or other financial arrangements for instructors and participants;
- (d) Determine and provide necessary training equipment/material to the resource persons and institutions;
- (e) Monitor/evaluate impact of the programmes including follow-up.

Output 9: A core of senior policy makers, and high-level staff from support  
and financial institutions and large corporations

One hundred policy-makers, officials of support and financial institutions and executives of large corporations trained in gender awareness fully oriented to provide support for the development of female entrepreneurs in micro, small, and medium enterprises in the agro/food processing industry.

The main aims of these workshops will be to orient policy makers and officials of support/financial institutions and large corporations\* toward the need for growth of micro-small and medium sized enterprises to benefit disadvantaged groups of women and achieve overall sustainable growth of agro-food processing industry and mobilize their support for UNIDO projects. The workshop will analyze the current problems in the sector with special

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\* Large corporations in agro/food processing industry will be oriented to initiate ancillarization with small/medium enterprises and also provide necessary support in technical, and market-related aspects.

reference to women and enable them to prepare action plans to frame necessary supportive policies, create necessary infrastructural facilities including consideration for women target groups to facilitate growth of micro and food storage and preservation facilities and financial assistance with special small/medium enterprises. The duration of the workshop will be 5 days.

Activities:

- (a) Identify/select key policy makers, officials from support and financial institutions or large corporations;
- (b) Design the workshop structure as per its goals and develop necessary literature for discussion in the workshop;
- (c) Implement the workshop with support of experts in entrepreneurial/managerial skills and a technologist in agro/food processing industry;
- (d) Document the outcome of these workshops for future follow-up.

Output 10: Specialised training centres in rural areas

Five training centres in key locations, staffed by fully qualified personnel who will be able to support and sustain micro-enterprise programmes/activities for women in rural areas.

Specialized training centres in the agro-food processing sector will be upgraded as an extension of the existing institutions in food processing, and will be equipped with entrepreneurial, managerial skills training/counselling capabilities. The aims of these centres will be to coordinate/monitor, micro/enterprise development activities for women in rural areas with respect to agro- and food processing and continuously update project profiles on the basis of new changes and new opportunities in rural sectors and provide counselling and training to women entrepreneurs. These centres will be staffed by the trained personnel in this sector as a result of the UNIDO programmes. The selected personnel will be given training in institution building and administration.

Output 11: Growth centres\*

Five growth centres in the key locations fully equipped with the necessary infrastructure facilities/skill and staffed with qualified personnel specially trained for these activities.

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\* Possibilities will be expressed to advise the existing incubator assistance and to extend their contribution in agro-food processing sector by way of setting up new growth centres equipped to handle and consider gender issues and entrepreneurial and managerial skills training/counselling, extension and information services.

Specialized Growth Centres\* in the agro/food processing sector in key locations will be based on an incubator system. The aim of the growth centres is to provide small enterprises with access to specific need-based resources such as finance, technology, infrastructure, management skills, small manufacturing facilities, office and shopping centre facilities for a temporary period with reasonable charges. One of the major responsibilities of these growth centres will be to create/provide infrastructural support all over the country in facilities for food storage, preservation, and transport. Once the female entrepreneurs develop full confidence to be able to run and manage their enterprises on their own, these facilities will then be withdrawn. These growth centres will be staffed by the trained personnel in agro-food processing industry with entrepreneurial/managerial skill development and with gender expertise. The selected personnel will be given further training in institution building/administration.

Activities for output 10 and 11:

- (a) Identify/select key locations and identify needs of infrastructure resources;
- (b) Identify/select key personnel to staff these centres;
- (c) Arrange necessary resources required for these centres to function;
- (d) Prepare necessary documents on the role/activities of centres with duties/responsibilities of different types of personnel;
- (e) Arrange training for the selected personnel in institution building and administration
- (f) Mobilize necessary financial/administrative support for these centres from the South African Government of other community organization or large corporation for centres' sustainability in the future;
- (g) Monitor/evaluate the centre's performance for a period of two years.

D. RESOURCES REQUIRED

In order to achieve the expected outputs, a phased approach will be introduced in implementing the activities of the programme. In this connection, a preparatory assistance phase is seen as a crucial first step for the programme. Its aim is to carry out preliminary needs identification, technical, and other complex activities, to consult with the Government regarding details of the anticipated workplan; the latter will be prepared by a highly qualified team of international and national staff assigned to the project. The preparatory assistance will also include the preparation and finalization of different arrangements required for the development and conduct of necessary group training programmes. A review meeting will be organized in connection with the completion of the field work.

a) The resources required for covering the preparatory assistance for 3 or 4 months duration will comprise:

	<u>US\$</u>
i) 2 external high level consultants for 2 w/m each	14.000x2= 56.000
ii) 2 national experts/consultants for the same period	4.000x2 = 16.000
iii) Local transport	5.000
iv) UNIDO field monitoring mission	6.000
v) Report	2.000
vi) Miscellaneous	<u>5.000</u>
TOTAL:	90.000

b) Based on UNIDO previous experience, the major elements of the full fledged programme will include (with rough estimate budget).

	<u>US\$</u>
i) Personnel	1.345.000
ii) Training	1.600.000
iii) Equipment	275.000
iv) Miscellaneous	<u>200.000</u>
TOTAL:	3.510.000

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