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**Training Programme in Micro-enterprises
for Women Entrepreneurs in Marketing
and Industrial Processing of Foods**

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**THEME IV: MICROENTERPRISES AS PERSPECTIVE FOR
INTEGRATION OF WOMEN IN NURSE DEVELOPMENT
PROJECT**

**PRESENTATION: TRAINING PROGRAMME IN MICRO-ENTERPRISES
FOR WOMEN ENTREPRENEURS IN MARKETING AND
INDUSTRIAL PROCESSING OF FOOD**

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INTRODUCTION

Within the framework of the programme for the integration of woman in industrial development, UNIDO has developed a Training Programme for Women Entrepreneurs in the Food Processing Industry. This programme aims at enabling women entrepreneurs to establish and operate a small-scale manufacturing enterprise in the food-processing sector. The programme is clearly of relevance to rural women, considering the fact that 50% of women in developing countries engaged in agricultural production obtain additional income from small scale industrial enterprises. In order to see the training programme in a wider context, this paper sums up some of the well known facts regarding women in industry especially women in rural small scale industrial enterprises (RSIE). This includes the definition of specific constraints facing women in this sector, and general considerations which should be taken into account in order to facilitate their integration and participation. In addition the paper deals with UNIDO's mandate for the integration of women in industrial development and the relationship between rural development and the industry sector. More specifically it gives a brief overview of activities undertaken by UNIDO having an impact on rural development as such and activities for rural women in particular. Based upon this background information the paper finally gives a description of the UNIDO training Programme for Women Entrepreneurs in the Food Processing Industry, the rationale behind the concept, its contents and structure, and the adaptation and dissemination of the programme to other parts of the world.

1. BACKGROUND

1.1. Women in Industrial Development

The role of women in industrial development has received increased attention within the international community during the last few years. Women in development activities have tended to be welfare oriented, with focus upon the reproductive rather than the productive role of women. With the International Women's Year in 1975 and the subsequent Development Decade for Women a change in this attitude was initiated, and slowly women have become regarded as active beneficiaries and equal participants who must actively take part in the development process of their countries rather than dependent individuals who must be helped. Gradually it has been recognized that women are a resource, and that their participation is a prerequisite for the economic and social development of a

country. The increased focus on the participation of women in economic activities has made the specific issue of women and industry an item on the agenda in the United Nations system and in the world community as such.

The participation of women in the manufacturing sector increased in the period 1960 to 1980, and this trend appears to have continued in the 1980s. In 1985 the number of women working in the industrial sector was more than 166 million - more than half of them in developing countries. Although the participation of women in industry has been increasing, the vast majority of women are still found in a narrow range of light industries, including electronics, food processing and textiles. Women are still primarily confined to unskilled positions where they are vulnerable to replacement by technological innovations. Their remuneration is in general low and they have few prospects of upward mobility.

In many countries the increased participation of women has been directly the result of growing pressure on women to assume responsibility for the economic well-being of their families. One out of three of the world's households are headed by a woman, in some countries one out of two. In many cases a woman is the sole breadwinner in the family. This fact stands in sharp contrast to the resources and support measures which actually target women in the developing world, especially when it comes to interventions to facilitate their economic activities.

1.2 The Role of Women in Rural Small Industrial Enterprises (RSIE)

Women are the main labour force in the agricultural sector. Since close linkages and integration often exist in rural environments between agriculture and industry, women are frequently responsible both for direct agricultural tasks and for earning an income for their family through agro-related processing (manufacturing) activities. Rural small industrial enterprises provide a supplementary source of income to farming for 50% of the women in rural areas engaged in agriculture. Small businesses are often set up in the home or on the premises of the family, thus allowing women to combine traditional responsibilities in the home with industrial activities. A good deal of small-scale industry in developing countries might more accurately be described as micro-scale industry, and the term "household" or "cottage" industries is indicative in this respect. Most manufacturing enterprises in rural or semi rural areas have emerged from traditional artisan crafts where women have always been principle employees and owners of small-scale enterprises. The concentration of women employees in the small scale industry sector in rural areas is in food-processing, textile/garment, and handicraft industries.

Women are especially vulnerable to replacement by modern technologies thus losing traditional income possibilities. Technology transfer, credit, training, and technical assistance is usually addressed to men. For women who are displaced from agriculture, the informal small- and medium-scale production sector in rural area provide the easiest entry point to the manufacturing sector. In this sector the barriers hindering their participation are relatively lower and easier to overcome. Women are particularly active in the supply of "basic needs" goods to local communities through the processing of agricultural produce, supplying cities and markets in the area with processed goods. Women in such activities are not likely to need to migrate to urban centres.

1.3 Barriers to the Participation of Women in RSIE

In spite of their current participation as entrepreneurs in the micro- and small-scale industries sector, their production activities often remain invisible as these activities are not officially registered and therefore not accounted for in official statistics. As a result of this, women have tended to be overlooked by technical cooperation interventions, and they have not been able to take part in the development process of their countries on an equal footing with men - neither as participant nor beneficiaries.

While socio-cultural norms vary widely between countries, they tend to assign to women a subordinate position in society. This leads to a societal bias against women active in small scale enterprises and makes it more difficult for them to find support from services institutions. Socio-cultural factors do not take account of the harsh economic realities which frequently force women to become income earners, and create obstacles and constraints limiting women's access to institutional support.

In addition, institutional support systems are often directed to formal sector activities while women entrepreneurs tend to concentrate in the informal sector. In training programmes, women tend to be discriminated against, and when technologies are upgraded, only little thought is given to the participation of women. Support institutions for RSIE often regard women as supplementary income earners and do therefore not include them in their target group. Access to credit constitutes the most pervasive obstacle to women's participation in the RSIE sector. In many countries the legal framework constitutes a barrier to women's participation in economic activities and they can often not hold property or do business dealings without the signature of their husbands.

1.4 General Measures to Facilitate the Participation of Women in RSIE

At the policy and programming level, the integration of women into industrial employment and entrepreneurial activities can be facilitated by paying more attention to the actual and potential role of women in industry.

In terms of planning industry related activities and technical assistance intervention, data are required on the number of women performing industry related task, the type of tasks they perform, the types of economic activities in the region - expressed in terms of potential industry based productive task; the number of women potentially available for non-farm work, and current industrial activities that could accommodate a greater number of women, as employees or entrepreneurs.

Development policies and objectives established at the national level will have an impact on areas where rural women are located but do usually not take women's presence and participation into account. Women, especially in rural areas, are residing in locations and performing economic activities that are commonly considered during an analysis of micro-economic activities. Therefore, in-depth analysis of micro-economic policies are needed along with examination of macro economic and industrial development objectives in order to ensure the impact of both on women and their current and potential economic roles.

In all technical co-operation interventions the utilization of the target group approach would facilitate the full integration of women. The target group approach means identifying groups within a national or local population in order to tailor specific measures to their needs and it applies both to men and women. A thorough analysis of the target group will reveal the need to differentiate between a variety of groups within it in relation to professional, socio-economic, ethnic and cultural traits with regard to project activities. Within the female target population, different groups may need to be distinguished such as female heads of households, married women, young unmarried women, etc.

2. UNIDO AND THE INTEGRATION OF WOMEN IN INDUSTRIAL DEVELOPMENT

2.1 Mandate for the Integration of Women in Industrial Development

The integration of Women in industrial Development has been an issue on the agenda of UNIDO's policy making bodies since the International Women's Year in 1975. From 1984 a Focal Point for this subject was appointed, and from 1986 a separate unit - the Unit for the Integration of Women in industrial Development - was

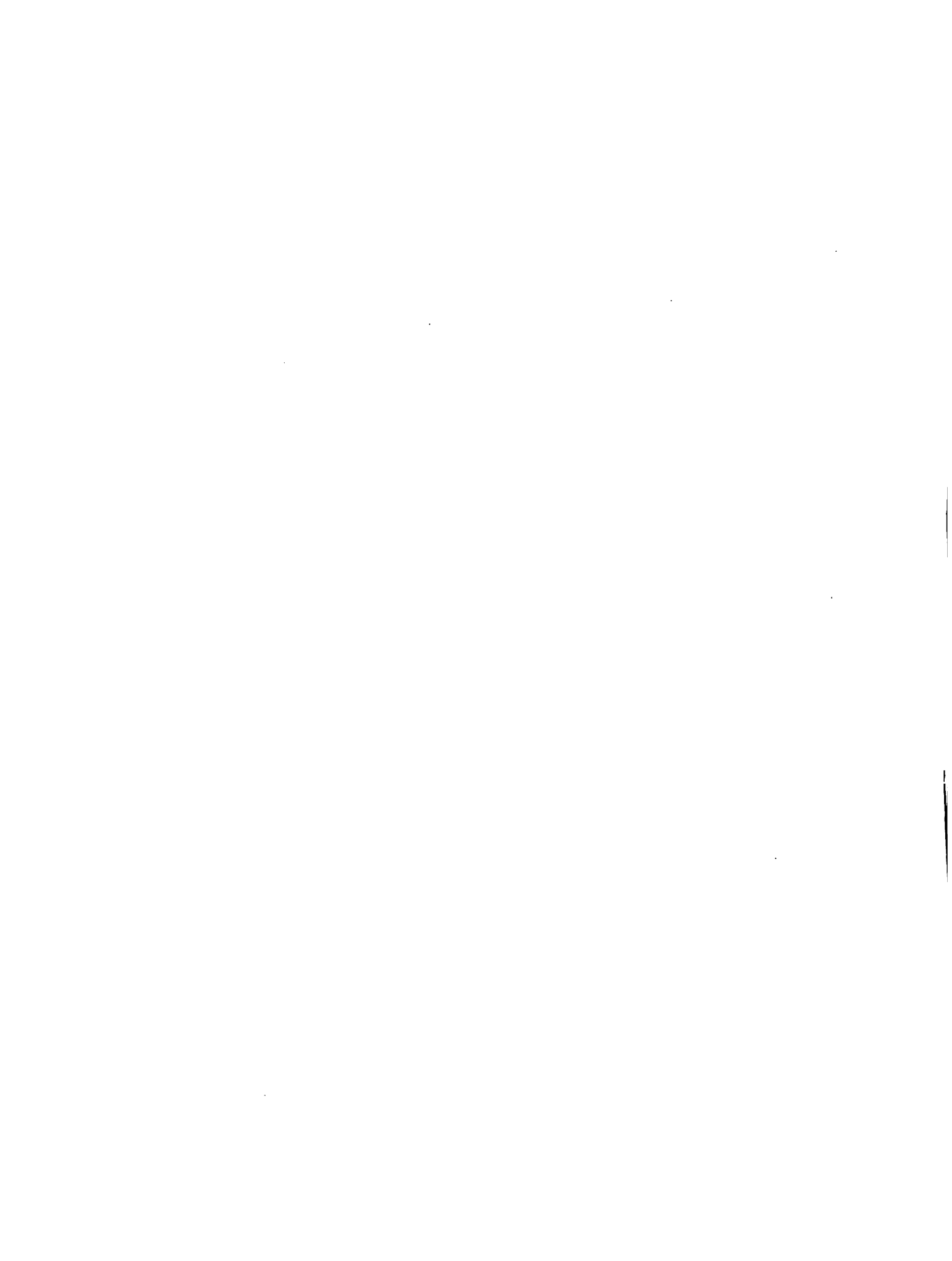


established. The role of this unit is to oversee that UNIDO's mandate is followed. That is to ensure that all UNIDO technical cooperation activities, research and studies consider the integration of women.

An overview of UNIDO's policies can be useful in order to illustrate how this issue has been approached from an institutional point of view. The issue of the integration of women in industrial development has always featured on the agenda of the policy making bodies of UNIDO, such as the Industrial Development Board (IDB) and the General Conference (GC). A major resolution to give direction to UNIDO's policy on the integration of women in industrial development was adopted by the fourth GC of UNIDO in 1984. This resolution inter alia urged UNIDO's secretariat to ensure that the integration of women is taken into consideration in the design and implementation of all technical co-operation and study activities. Priority areas to this effect were identified as a) industrial sectors and sub-sector planning at the programme and project levels, b) human resource development, including special training programmes for women in such areas as entrepreneurship development and industrial management, c) small -scale enterprises, particularly in rural areas and, d) transfer of technology. In 1987 another resolution was passed in the GC requesting the Director General to develop training programmes specifically designed to facilitate the acquisition by women of skills at all levels (such as technological, managerial and entrepreneurial skills). In essence, the mandates for the integration of women in industrial development require that the organization increase at all levels the number and proportion of women engaged in industry and related activities in both rural and urban areas in developing countries. In its medium -term plan 1990-95 the issue of integrating women is one of the main elements and during the plan's period: UNIDO will ensure that women are more fully integrated in technical cooperation and promotion activities as well as in policy study and research programmes. Care will be taken to ensure that women are equal beneficiaries, especially in projects related to industrial planning, small-scale and agro industries as well as to the development of appropriate technologies and human resources.

2.2 Industry and Rural Development

It is obvious that interventions in the industry sector have an impact on the development process in rural areas. The relationship between industry and agriculture can be summed up saying that industry supplies inputs for agriculture and that agriculture does the same for industry. More explicitly, industry process agricultural machinery, equipment, implements and activities, while agricultural produce (food and non-food) is processed, preserved and transformed by industry.



As recently as 1988 two thirds of the population of all developing countries still lived in rural areas (UNDP Human Development Report 1990). In most developing countries agriculture is still absorbing the major part of the overall labour force. However, this sector is less capable of providing employment for the steadily increasing workforce in the developing areas. This is due partly to the rapid increase in population. Several other factors influence this trend; modernization and mechanization of agriculture replacing manual labour; economic crisis affecting demand; low prices in the international market for agricultural produce.

The decline in direct agricultural employment will continue and in order to stem migration to overcrowded urban centres, the creation of jobs in rural areas is extremely important. This will call for an increase in industrial production units in rural areas. Small - scale agro-processing units can provide employment and income opportunities for the growing rural labour force and reduce the need for outward migration.

Rural industries have the advantage of being located where the population in need for employment is, as well as being close to the raw materials. Local transformation of natural resources can provide the rural population with processed goods and thus improve rural self-sufficiency.

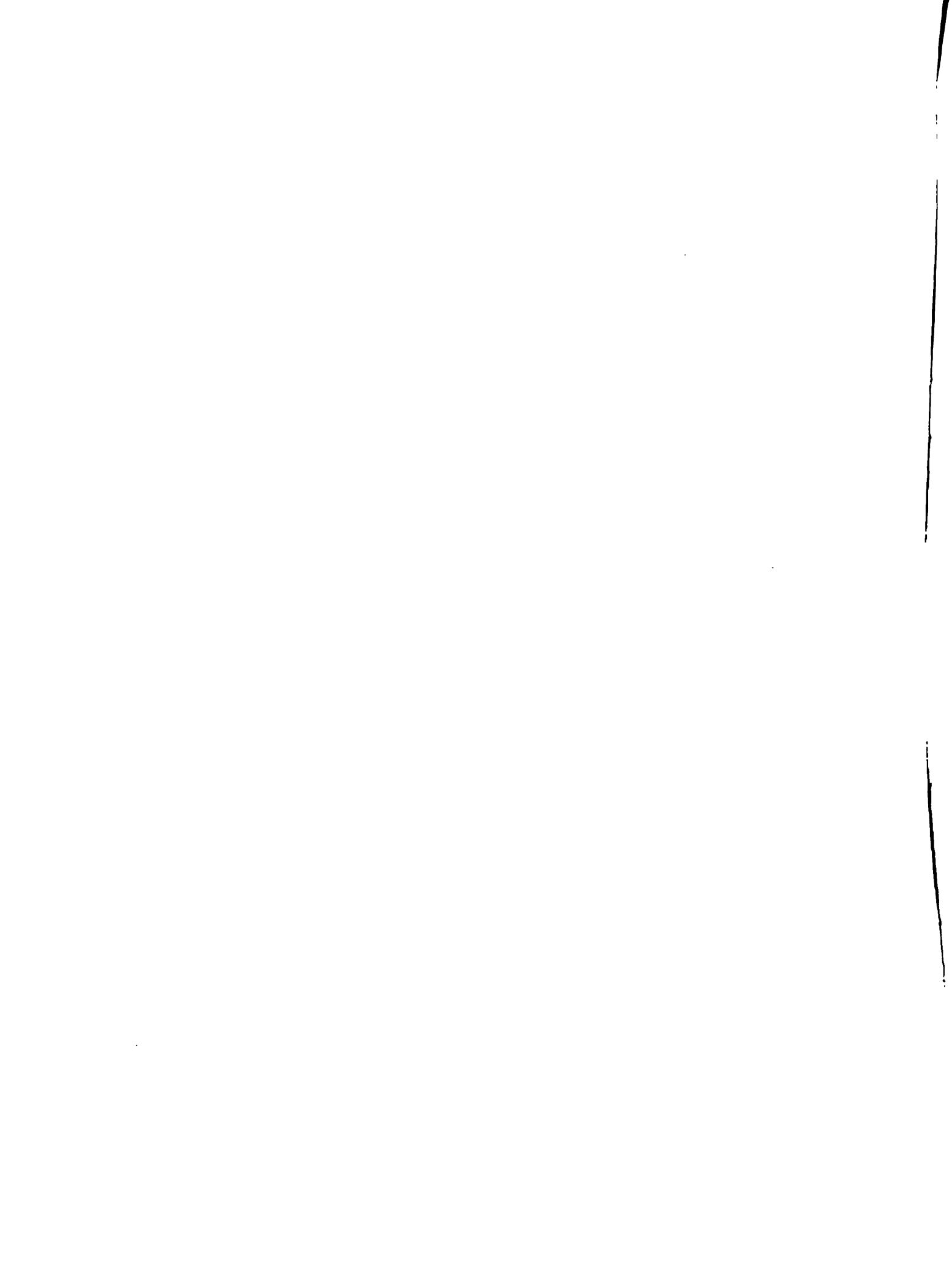
Industrial manufacturing units in rural areas are important as a source of income and employment for specific groups often denied access to economic and social emancipation and self-respect for physical or social reasons. Women belong to such a group and for them involvement in small industrial activities, especially as self employed entrepreneurs in small scale industrial enterprises could become a means for making them more established and visible in the manufacturing sector.

2.2.1 UNIDO Activities Related to Rural Development

Broadly speaking, the activities of UNIDO in the field of industrial development can be divided into a) Industrial strategies and operations (studies, statistics and technical cooperation) and b) Industrial promotion (system of consultations, transfer of technology and industrial investment programmes).

Within both categories interventions are carried out having a potential impact on rural development. In order to illustrate this, the following will provide some examples of UNIDO activities which are linked to rural development.

One of the most frequent interventions undertaken by UNIDO is to assist governments in developing countries in planning for the industry sector - and within this framework development in rural

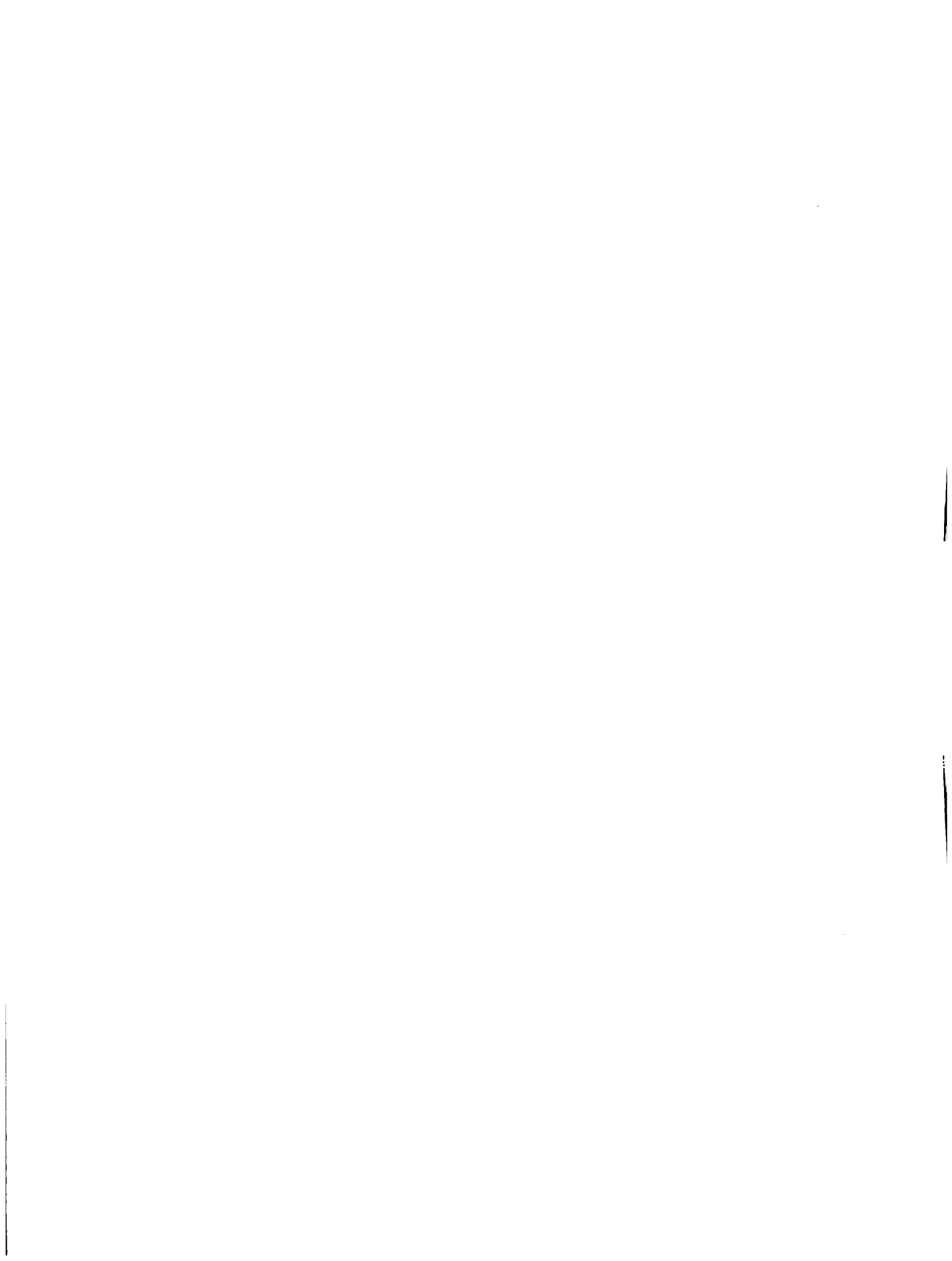


areas is also covered to various degrees. This can be either through including special studies on the Small-Scale Industry sector or by looking into various industrial sub-sectors -among them sectors of special relevance to rural development. Projects and programmes for the Small-Scale Industry sector are implemented, such as a projects aiming at enabling the governments in given countries to take policy decisions for the future development of small-scale industries. Technical rehabilitation and modernization programmes can include studies at sub-sectoral level covering sectors related to rural development. In the case of Latin America and the Caribbeans, recent activities comprise a project for planning the development of the Small-Scale Industry sector in Bolivia, and a study on industrial restructuring in Costa Rica, including the analysis of sub-sectors such as textiles, leather, footwear and food processing. In Jamaica advisory work has been carried out on policies for enhancing productivity in priority industries, including the food processing industry. UNIDO projects and programmes often aim at developing infrastructure which is a necessary precondition also for rural development, and a example is a project in Panama to produce wooden bridges.

Other examples of interventions undertaken by UNIDO which have an impact on rural development are assistance to establish research programmes in agro-industries aiming at transforming locally available natural raw materials into high value added products, and sub-sectoral interventions as modernization of the fish industry in various parts of the world, involving net-making and boat-building, upgrading of landing facilities, fish processing, conservation and utilization of by-products. In addition, UNIDO provides industrial information for agro-related activities, and issues publications such as the Industrial Development Strategies for Fertilizer Industrial Systems. In the area of design and prototype development, projects to manufacture oil-seed presses, decortification machines, threshers, planters and seeders are undertaken.

2.2.2. Progress in Activities for Women in RSIE

As is the case with other UN Agencies and most development institutions, the approach to Women-in-Development is "mainstreaming" and UNIDO aims at integrating women at all levels in the project cycle in all UNIDO projects as well in study and research activities. Specialists on women in industrial development are attached to industrial sector programming missions, evaluation missions, etc. In the case of Latin America, a Women-in-Development expert was attached to the project to promote Small-Scale Industry planning in Bolivia described above. In other regions of the world, WID specialists have been attached to Ministries of Women's affairs, Ministries of Industry or to business organizations in order to promote the full integration of



women in the mainstream of industrial development activities in a country, thereunder facilitating the access of women to already existing support mechanisms.

Measures are taken within the organization to sensitize staff and encourage the consideration of women as an explicit part of the target group in project formulation and execution. To facilitate and enhance the ability of headquarters, field staff, consultants and experts undertaking field missions to incorporate gender issues and women's participation into all steps of the project cycle a reference kit for gender sensitive project design and management has been developed. As a first step the kit focuses on the small and medium scale industry sector. It presents recommendations, checklists and special issues papers (e.g. on training and credit) for those who formulate, implement or evaluate UNIDO technical assistance activities. The materials will be utilized in UNIDO project design workshops and during the project appraisal process.

Until now activities for the integration of women in industrial development have been scarce in Latin America and the Caribbean. Projects which have been completed include inter alia the strengthening of traditional pottery making in Valle Alto de Cochabamba in Colombia, a regional training programme for women in industrial project preparation, evaluation, financing and investment promotion, and a regional workshop in Argentina on the participation of women in industrial planning and policy making. On-going projects comprise the scaling-up of wicker reed furniture from artisanal to small scale industrial level in Cuba, and a project on experimental artemia culture in a solar salt production plant at Portland Cottage, Jamaica.

In other regions of the world, examples of UNIDO activities having an impact on women in rural areas, are the development of sun-drying technology for fruits and vegetables, and projects to replace scarce firewood with solar energy. Projects are undertaken to alleviate the burden of women's work and to improve their possibilities to engage in income-generating activities. In technical co-operation projects related to rural women special focus is given to the problems involved in the development and dissemination of appropriate food processing technologies. Apart from increasing incomes of rural women, projects to develop and disseminate appropriate technologies, especially those based on food-processing equipment and agricultural implements, can reduce physical drudgery. For a technology to be effective and gain lasting acceptance, however, the social, cultural, and economic environment of project beneficiaries has to be assessed with care. A project to develop and disseminate technology is being launched in Sub-Saharan Africa jointly with IFAD, covering both technical and socio-economic components.

As already mentioned training programme for women constitute a priority area for UNIDO in order to promote the full integration and participation of women in industrial development, and the rest of this paper will be concerned with this particular issue. Initially, a justification will be provided for conducting women specific training and subsequently the UNIDO Training Programme for Women Entrepreneurs in the Food-processing Industry will be described in detail.

3. UNIDO TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE FOOD PROCESSING INDUSTRY

3.1 Women Specific Training

Training activities can in many cases have a better effect if they are conducted for women only. Studies undertaken in industrialized countries show that separate education means that women do not have to fight against the male attitude of superiority. This seems to be even more valid in societies characterized by a lower social position of women, and where this usually translates into shyness and a lack of self confidence on the side of the women. Women-only training can also be more effective in preparing women to handle the specific problems they as women have to face in their business dealings. Separate and specific training programmes for women allow trainers to give them the degree of attention and treatment required and thus permit women to fully develop their potential.

Training and education related to manufacturing activities for rural women need specific attention. For long term skill training, the formal education system may be the best way to deliver training and formal systems may also be the best option for providing younger women with general literacy and numeracy. The other type of industry related training needed for adult women is related to the use of technology, or preparation for entrepreneurial initiatives. In the latter type of training it is often necessary to include training as part of a comprehensive technical assistance package that includes choosing and purchasing equipment, providing credit or access to credit, offering start up advisory assistance and forming production groups or cooperatives.

3.2 Combining Entrepreneurial Behaviour Stimulation and Management Skill Training with Technology

Based on the above assumptions, UNIDO has developed a training programme for women entrepreneurs in the food processing sector. Needs assessments undertaken in the SADCC region indicated that there was a need for training programmes which deals not only with entrepreneurship or management, but also cover technical aspect of small scale industrial enterprises. Due to the important role of

women in agriculture and the food cycle, it was decided to focus initially on the food processing sector. The training programme thus aims at providing women entrepreneurs with the managerial and technical knowledge necessary in order to establish or enhance their businesses in the food processing sector.

Since training in itself is not sufficient for women to run successful enterprises, the programme foresees close co-operation between the training institution and the business environment in the country. An important feature of the programme is to link it to other support activities for RSIE and thereby facilitating the access of women to such support. Linkages to credit institutions are especially important. As a part of the training the women will learn how to prepare and present a business plan to a finance institution, based on the skills acquired during the training. The institution providing the training should ensure that national resource persons are brought in as guest lecturers on subjects like tax regulations, legislation concerning small-scale industries, special credit lines etc. Successful women entrepreneurs should be invited to share their experience with the participants.

The training materials developed for the UNIDO Training Programme for Women Entrepreneurs in the Food Processing Industry make up a training package which comprises a trainer's manual which provides the instructors with stepwise guidelines on how to conduct the training, a student's workbook, guidelines for recruitment and selection of participants and a proposal of a follow-up scheme. In addition technology manuals consisting of detailed technical information have been developed for eleven different food processing technologies, namely dried food, fruit and vegetable production, vegetable oil extraction, cereal products, products from pulses, products from roots crops, nut products, meat products, fish and seafood products, dairy products and beverages.

The development of the training programme was carried out in co-operation with the Pan African Institute for Development - East and Southern Africa (PAID-ESA), and the entrepreneurship and management components of the training materials were written by Granfield School of Management and the technology component by the Intermediate Technology Development Group (ITDG) - both institutions in the United Kingdom. The training materials were field tested in a course for 20 women entrepreneurs at PAID-ESA in Zambia early 1989 and later the same year in co-operation with Ranche House College and the Small Enterprise Development Corporation in Zimbabwe. The training materials were also used as the basis for a Training of Trainers Workshop which was organized in Zambia in the end of 1989. This Training of Trainers Workshop included management professionals and food-technologists from Zimbabwe, Tanzania, Zambia and Malawi. They were trained in the utilization of the UNIDO Training Programme and the participatory approach to training as well as in assessing the needs for adaptations in the course in order to fit it to the needs of a

specific target group. The food technologist participating in the workshop were asked to elaborate additional technology manuals, and eight of the eleven manuals existing were developed during this workshop and later edited by ITDG.

3.3. Adaptation of the UNIDO Training Programme to Other Regions And Circumstances

Although this programme has been developed for the SADCC region, it is made to the extent possible generic, and with adaptations to the specific business environment in a given country and to the characteristics of the food processing industry it should be possible to use this training concepts also in other parts of the world. When introducing the UNIDO Training Programme for Women Entrepreneurs in the Food-processing Industry to a new country, a preparatory phase would include an assessment of issues as the role of women in small-scale manufacturing enterprises in the food processing sector, the availability of raw-materials and women's access to credit and markets. Their exact training needs should be defined before the training programme is adapted. Based on the preparatory assessments the expertise of the trainers also for this purpose. When the training materials are adapted and a pool of trainers equipped with the necessary skills to provide the training to women entrepreneurs, a pilot course should be arranged.

At this point the UNIDO Training Programme for Women Entrepreneurs in the Food-processing Industry has been introduced to a number of countries. Preparatory mission have been carried out in Mozambique and the Gambia, and concrete steps have been taken towards implementing the programme in Tanzania. Training programmes based on the UNIDO Training Programme for Women Entrepreneurs in the Food-processing Industry is being organized on a regular basis by FAID-ESA in Zambia.

In its current form the training programme foresees residential training over 5 weeks, with a break for field studies after the first two weeks (this is described in more detail below). It is also based on the assumption that the target group is functionally literate and numerate. However, the concept of providing training in entrepreneurship, management and technical skills simultaneously could also be used when adapting the programme for other target groups. In the case of the Gambia, the plan is to adapt the training programme to semi-literate and illiterates, since this is the condition for more than 90% of the female population.

An initiative has been taken towards introducing this programme in Central America, and preparatory discussions with INCAP (Instituto de Nutrición de Centro América y Panamá) will take place in late June. A food technologist from INCAP participated as an observer in the Training of Trainers Workshop organized in Zambia in 1989, an

found that the concept could be used also in a Central American context. This will in case be a regional project, involving all the countries covered by INCAP.

3.4. Additional Information on the UNIDO Training Programme for Women Entrepreneurs in the Food-Processing Industry.

3.4.1. Methodological Approach

The underlying methodological approach used throughout the course is "learning by doing". This concept emphasizes the active participation of the trainees the role of the trainer is to act as a facilitator and not as a traditional teacher. In contrast to the classical transfer of knowledge from teacher to student by lectures/demonstration the essence of this concept is to stimulate awareness of the skills required to start and run a small scale business successfully. These skills are developed by practical exercises under the guidance and assistance of the trainers/facilitators.

In this context counselling is an important feature of the course. The counselling process assists each individual to apply general issues to their particular situation. Discussions in the counselling sub-groups (3 to 5 participants) are structured by the facilitator with reference to the actual topic of the course. Depending on the participant's needs, the counselling sessions can also be used for role plays or games to elucidate aspects of personal behaviour.

3.4.2. Structure of the Course

The structure of the course reflects the above methodological approach. At the beginning of the course an atmosphere should be created in which the participants feel responsible for what they get out of the training by playing an active role. The managerial and the technical training is not intended to give the participants concrete solutions to the varied problems they will face, but to offer them information and to stimulate their ability to use the information and skills for effective problem solving.

Stimulation of entrepreneurial characteristics are integrated into the management skill training. In order to make the learning situation resemble a real life situation, the training is built around the so-called "Enterprise Experience". Within the context of the course, each participant is asked to establish and run a real micro-business, preferably related to the food-processing sector, for the period of the training programme. Through the enterprise experience the theoretical training is transformed into practice and the participants are enabled to recognize their



strengths and weaknesses and the necessity to improve management skills. The Enterprise Experience is introduced during the first week of the course and is followed the same week by a section on technology options. This section aims at enabling the participants. It examines the opportunities and constraints of different products and processes for small-scale entrepreneurs from a technical viewpoint (e.g. type of preservation, hygiene needs, facilities and equipment required).

The second and third week are assigned to training in management skills. All sessions are closely linked to the Enterprise Experience and the respective micro-businesses are used as models to illustrate different topics. Towards the end of the third week the management and technology instructors should jointly prepare the participants for their individual field research. The field study (2-3 weeks) will be carried out by each participant at her home location and should be used for by the participants to research up-to-date and relevant information which is needed to start and operate a business. Such information includes marketing and distribution aspects, raw material and equipment costs, competitors and production costs. Prior to, or early during the study, the participants should make their technology choice so that the instructors and the organizing institution during their absence can provide the equipment necessary in order to facilitate the practical skill training.

The week preceding the individual field research aims at enabling the participants to prepare a production plan for their technology choice. The development of technology skills, applied to the participants' individual food commodities, provide a detailed knowledge of processing technology, quality control, work organization and a preliminary financial evaluation of production procedures. It is an experiential component in which participants operate their production processes and assume managerial responsibility.

During the last week of the course, the participants synthesize the managerial and technical aspects of the course in the preparation of a planning document - a business plan. This plan becomes a tool which can be used as a basis for planning their future business ventures. By the end of the course, the business plans should be presented to a panel of invited bankers and representatives from other institutions.

The methodology and structure of the course using the Enterprise Experience, the individual field study and the Business Plan preparation aim at reducing the gap between the artificial learning situation and the real life business environment of the country. Properly used, the course should thus provide the participants with the skills and confidence necessary to establish and run an enterprise within the food processing sector.

