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## **Agriculture-Led Export Businesses (ALEB) Project**

## **Egyptian Women in the Agriculture Food Processing Industry**

### **Part 1**

**Submitted  
September 1999**

**Prepared for  
USAID/Egypt  
RP 0264  
Under Contract No  
263-C-00-99-00011-00  
September 1999**

***Prepared by*  
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The Mitchell Group**

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**Agriculture-Led Export Businesses (ALEB)**

USAID Project No 263-0264

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## **I Introduction**

The purpose of the ALEB gender study is to ascertain the constraints Egyptian women face in the food processing and support industries (including participation in trade associations and other service entities) This report is the first part of an on-going two-year assessment of Egyptian women's issues as they relate to the Project's goals The data and analyses will be incorporated, as appropriate, into the major tasks of the ALEB project At the conclusion of the study, recommendations will be made to 90 individual Egyptian private companies to assist them in developing their company policies, technical assistance requests and strategic action plans

This first report consists of a review of the existing research and programs on Egyptian women in the agriculture sector, the identification and justification for the selection of 15 companies for the initial survey, a sample survey questionnaire, which was tested at the headquarters and factories of five Egyptian food processing companies, coded interviews with "focus" groups of female company employees, preliminary observations of issues related to women, and training possibilities, and a proposed work plan for the continuation of the gender study The issue of associations will be addressed during Part II

The report was prepared by Renee H Yates, women in development consultant, in Cairo, Egypt, and Washington, D C , August 7 – September 18, 1999, under the direction of Mr Douglas Anderson, ALEB Task 3 team leader Dr Minal Karim, ALEB Cairo staff, and Ms Amal Nawar, research assistant and translator assisted her

## **II Background**

The Agriculture-Led Export Business (ALEB) project is part of the Growth through Globalization (GTG) strategy which is intended to improve the competitiveness of Egyptian food processing companies and related service providers The purpose is to identify and carry-out interventions that increase market-led, Egyptian private sector exports

of targeted processed food products while supporting the sustainable development of private sector firms and associations providing services to food processors

The activities of the ALEB project have been divided into five major tasks. The five tasks are to

- (1) Expand and Make More Widely Available Targeted Export Marketing and Product Information
- (2) Increase Access to and Expand Processing Technologies and Product Improvement Services
- (3) Strengthen and Expand International Marketing, Management and Technical Skills
- (4) Enhance Association and Private Sector Export Services Supporting Export Development and Policy Dialogue
- (5) Expand and Enhance Private Sector Strategic Alliances Supporting Exports

USAID recognizes that improving the productivity and earnings of women are key to sustained economic growth in Egypt, as women are often the primary food producers who devote much of their time to acquiring the basic necessities of life for their families. Work place conditions directly affect worker productivity, profitability, efficiency and ultimately, the well being of Egyptian families. An important USAID concept, therefore, is to improve the environment in which women work by reviewing gender-sensitive issues and eliminating constraints women workers are facing in processing and food export-oriented enterprises.

Another concern is the high unemployment rate in Egypt, which has been officially estimated to be eight percent, but may be as high as 18%. Skill shortages are a problem in a broad range of sectors, and in some industries, such as agribusiness and tourism, middle management and certain technical skill shortages are widely seen as the critical constraints to revenue and job growth. Consequently, the ALEB has included a gender assessment among its activities to provide guidance to the team on appropriately working within each task to promote women in the agribusiness sector to improve their skill levels, status and income.

## **A Related Projects and Previous Research on Women in Egypt**

The ALEB project is one of over 15 USAID-sponsored activities designed to assist Egypt in developing its export industries, each focusing on a different sector concerning itself with assistance at the company level. Among the sectors being assisted are apparel, fresh fruit, vegetables and processed foods, leather products (especially footwear), furniture and software. The ALEB project is one of the “Growth through Globalization (GTG)” partners that are coordinated by USAID’s GTG Monitoring and Evaluation Unit in Cairo. Other GTG partners are the Agribusiness Linkages for Egypt (Aglink), Amcham’s BusinessLink Project (BL), Centre for international Private Enterprise (CIPE/FEI), Egyptian Centre for Economics Studies (ECES), Egyptian Exporters’ Association (Expolink), International Executive Service Corps (IESC), Presidents’ Council, Agricultural Policy Reform Program (APRP), Agricultural Technology Utilization and Transfer Project (ATUT) and the Development Economic Policy Reform Analysis Project (DEPRA).

The GTG partners are working on a range of studies, some of which focus on women. Recently, an APRP research team carried out a workshop in the spring of 1999 which concerned improving women’s opportunities in agriculture. The team concluded, inter alia, that there is a need to find better ways to recruit female labors, that the private sector should be encouraged to provide part time jobs and flexible working hours for female workers and that more market information on women is needed. One of the purposes was to identify policy reforms that promote the participation of women in the development of Egypt’s agricultural economy and women’s share in the economic benefits generated by liberalization. Focus group discussions, in-depth interviews with members of industries within agribusiness, as well as key personnel in government institutions, and site visits to key agribusiness businesses in the Delta, Upper Egypt and the New Lands were included in APRP’s comprehensive study.

## **B How a study of women in the food processing industry will add to the body of knowledge on Egyptian women in agriculture**

While there is an abundance of research on women in the agriculture sector, without knowledge of the specific situation of the women at each Egyptian company, the aggregate data can be difficult to use in determining the planning, training and technical assistance requirements of individual companies

The aggregate data and studies serve as useful guidelines in identifying trends and general issues. They often do not, however, provide insight as to how to work within a specific company, where the circumstance of the women in the company often depends as much on the personality and viewpoints of the owner, as on the profitability of his company

This study will collect company-specific data that will be incorporated into company training programs, technical assistance and action plans. The targeted companies will be encouraged to appreciate the relationship between improving the work environment and opportunities for the women in their company and growing as an export company. Since women make up over 50% of the labor force in many of these companies, the gender activities will help to create jobs, consistent with USAID's SOI activities. The recommendations from the study will also be considered by the other four Tasks groups under the ALEB project

## **III Research Methodology**

### **A Selection of Companies**

The Egyptian Chamber of Food Industries Members Directory, dated January 1998, lists a total of 452 Egyptian companies involved in "food and food by-products preservation." Ninety 90 of those and other companies have been identified for participation in the Project by the ALEB Task 3 team, based on their potential for export growth in the processed food industry in Egypt. A Rapid Industry Analysis

(IRA) carried out by an ALEB team in May 1999 revealed market trends and trade opportunities in the European Union member countries for Egyptian companies that process fruits and vegetables for export. The companies were selected after taking into consideration these findings, the need for the Project to focus on a specific “industry cluster”, access to key Egyptian company officers and the availability of groups of Egyptian women to interview.

The companies are located in the four major food processing centers of Egypt, i.e., Cairo, Alexandria, 6<sup>th</sup> of October City, and 10<sup>th</sup> of Ramadan City. They produce products in the nine categories of frozen vegetables and fruits, dehydrated fruits and vegetables, fruits and vegetable juices and concentrates, jams and preserves, dairy products, processed meat/fish products, biscuits, confectionery and pastry products, bagged, canned and glass (value added) packed vegetables, pickled, etc., including tomato products, and dry blends, soup mixes, bouillon, dry sauce mixes and baby food.

Fifteen of the companies have had an ALEB diagnostic review and all of the companies will participate in a diagnostic review or “SWOT” analysis before the gender survey and interviews begin at their company. This approach will enable ALEB to build on its existing body of data, utilize its company contacts and to incorporate the findings of the gender study more easily into the other ALEB project components.

## **B Research Tools**

Two basic research tools will be used. A survey questionnaire will be used to collect baseline data for both men and women on company facilities, educational level of employees, age and marital status, length of employment, salaries and wages, working hours, availability of transportation and training opportunities on-the-job and off site, and length of employment. The quantitative data from the survey will be analyzed to determine if there are important statistical relationships between these factors and the companies’ productivity. (See Sample questionnaire in Annex.)

To assess the causes of constraints, and gather qualitative data, formal and informal interviews with focus groups of women will be used. Groups of women in administration, management, and in the factory will be sought for their views.

#### **IV Issues and Preliminary Observations**

##### **A Key Issue: Traditional Egyptian Attitudes**

Traditional attitudes toward Egyptian women in the labor force are well documented. The notion that “two women equal one man” still appears to prevail today. Women play important economic roles in both urban and rural areas, but their contributions in the labor force are frequently ignored, or obscured in the aggregate data. The women themselves are rarely aware of their role as economically productive individuals.

Although the Egyptian labor laws require that men and women receive equal pay for the same job, in reality, women are frequently relegated to the least-skilled, lowest paying jobs and their chances for advancement are much less than men’s chances. “As a result there is a widening gap between the average wages for males and those for females. This is especially true in manufacturing industries, where tasks are strictly gender-defined.”<sup>1</sup>

Many women are recruited from rural areas to work in the food industry as laborers. Their tasks require repetition, patience and few skills and there are usually no attempts by management to up-grade their work or train them to operate productive machinery. This situation is somewhat different for women with university or secondary-level education. These women are usually located in offices at the company’s headquarters and they work as secretaries, bookkeepers or assistants to supervisors or managers. A few are charged with supervising other women on the factory floor, but rarely have a direct say in management decision-making.

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<sup>1</sup> Paper on “The Situation of Women in Egypt,” prepared by the Central Agency for Public Mobilization and Statistics (CAPMAS), (Women and Child Research Unit), The United Nations Children’s Fund, UNICEF Egypt (No date indicated)

The goal of educated and uneducated women in the labor force is marriage. Career ambitions are usually secondary concerns, and women work for money until they find a husband who will support them. Working women may receive little or no help with housework or children if they work outside the home. They are required to function in dual or multiple roles, often without adequate support services such as day care for their children, convenient transportation, or the option of part-time work.

While these generalizations still pertain to the situation of Egyptian women, changes are coming and the situation may vary markedly from company to company. Also, Egyptian and other feminist are actively pursuing policy and other improvements for women in Egypt. The challenge for ALEB is to find a way to work constructively within this environment.

## **B Corollary Issues**

A number of corollary issues will be explored during this study. One such issue is the role that contract labor plays in the recruitment of women for factory work. In addition, the programs of women's associations and non-governmental organizations (NGOs) will be reviewed to determine if there are appropriate lessons and models that can be transferred to a company setting to benefit women.

## **C Gender Approach to Training and Technical Assistance**

Based on the small number of companies, literature and WID professionals consulted to date, Egyptian women are shy in mixed sex groups and reluctant to interact freely with foreigners. One can surmise that the causes may relate to the fear of losing their jobs, or of antagonizing the managers and supervisors, be they men or women. It is for this reason that ALEB's first job is to convince the men at each company of the merits of considering seriously interventions that will help develop their company's human resources, of which women often represent a large percentage. The ALEB training and technical assistance interventions, therefore, should be made in the context of activities whose objective is to improve the international competitiveness of their company. Stand alone gender awareness or

other training and TA focused exclusively on women is not recommended in that such an approach may further instill traditional beliefs

An alternative approach would be to discreetly integrate women's issues into the mainstream training and TA as they relate to critical company issues such as packaging, distribution, quality assurance, and reliability of input supplies. For example, ALEB might approach its in-company TA from the perspective that it is, in part, because women in the EU markets of Germany, Italy, Portugal, Spain, etc., have begun to work in larger numbers outside the home that Egyptian processed foods enjoy greater potential in Europe. It could be pointed out that women are the major consumers in Western importing nations and women's preferences in packaging, taste, type of processing that is desirable (frozen or dried vegetables, for example) often governs what, and how much a family purchases. This point could ultimately be related to the wisdom of including a female on the company's marketing management team.

Another idea might be introduced in the context of computer/internet training. Some companies have complained that training is often wasted on women who leave the labor force for marriage shortly after the company has spent resources on training them. ALEB might suggest the option of telecommuting by Egyptian women who marry and need to be at home to care for children. This suggestion could lead to a discussion of part-time schedules for women with the provision of related transportation and daycare services. (ALEB may consider making laptop computers available to eligible married Egyptian females through the CIP program. This may provide an incentive to Egyptian managers and reduce their concerns of wasted training efforts on women.)

An indirect approach aimed at integrating women's issues into mainstream company management decisions will require careful tailoring of instructional materials and sensitivity to the reaction of ALEB's corporate men and women clients. A gender-sensitive person should review the training material in order to identify opportunities to introduce women's issues indirectly, and convince company managers of the merit of these issues.

Realistic training opportunities that incorporate gender awareness issues should be made available by ALEB to both male and female employees at all echelons of the Egyptian company. The Egyptian associations to which the 90 companies belong should be considered by ALEB for membership training, TA, U S tours, etc that incorporate gender awareness issues

## **V Work Plan**

Part I of this study will be completed in January 2000, following the data collection and analysis of fifteen Egyptian food processing companies (Part II will add 75 companies to the baseline study, which will be conducted over a 2 ½ - year timeframe ) The tasks indicated below were accomplished during the start-up phase in August 1999

- 1 Familiarization with the ALEB project and the activities of Task 3, background literature review and introductory meetings with USAID officials, related USAID project activities, WID organizations and WID programs in Egypt (Nine persons were consulted )
- 2 Development of an appropriate research strategy, a survey questionnaire to collect baseline data, techniques for interviewing focus groups, and determination of the food processing companies that would be contacted. It was agreed that the 15 companies where Team 3 had already conducted diagnostic analyses and is in the process of carrying out SWOT analyses would be visited. This approach facilitates the work by enabling the use of existing contacts and documents. It also will make the integration of final conclusions and recommendations into the TA and training provided by Team 3 easier at the end of the project
- 3 Field trips to five companies to test the baseline data questionnaire and “focus group” interview techniques. In each case, it was necessary to visit both the headquarters of the companies where the administration is located, and the factories, where many of the women are working. Four out-of-town trips were necessary to reach the appropriate persons at these companies (two trips to Alexandria, one trip to El Neanaia, one to Sadat City) The

questionnaire and interviewing approach were tested at five companies. The questionnaire has been revised once and there may be additional changes as research techniques are refined.

#### 4 Preparation of Part I report

Data collection and analysis for the 15 companies will continue through January 2000. The next steps are:

- A Distribution and follow-up on questionnaires for 15 companies (September – December 1999)
- B Conduct of formal and informal interviews with “focus groups” of women professionals and laborers at 15 companies, including processing factories (December – January 2000)
- C Analysis of data and determination of appropriate ways to incorporate findings in the policies, training plans and technical assistance requests of the initial 15 companies (December – January 2000)

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- 3 Companies to be Contacted
- 8 Sample of Letter of Introduction
- 9 Sample Questionnaire
- 10 Company Questionnaires (five)
- 11 Coded Company Interviews (five)

**Annex 1**  
**Persons Contacted**

## **Persons Contacted**

Study of Egyptian Women in the Agriculture Food Processing Industry  
USAID – funded Project No 263-0264

- 1 Mr Tarek A Shata, Export Development Division, USAID, Cairo, Zahraa El Maadi, Cairo, Egypt, (Tel 516-5505, Ext 2084, Fax 516-4652, mobile 010-1444185)
- 2 Ms Nihad Hassan Rageh, Export Development Division, USAID, Cairo (Tel 516-5505, Ext 2082, Fax 516-4652)
- 3 Dr Yomna El Sheridy, President, Business Women of Egypt 21, 18 Hayaet el Tadrees str , Dokki, Cairo, Egypt, Tel (02) 361-8546/ Fax 02-336-0453/337-9042, Email [ccbceyom@internetegypt.com](mailto:ccbceyom@internetegypt.com)
- 4 Ms Dalia Bayoumi, Executive Associate, USAID's Growth through Globalization Monitoring and Evaluation Unit, World Trade Centre Hilton Residence, Suite 193
- 5 Mr William Fisher, Chief of Party, Price Waterhouse Coopers, Monitoring and Evaluation Unit, Growth Through Globalization Project, U S Agency for International Development, World Trade Center, Hilton Residence, Suite 193, 1191 Corniche El Nile, Cairo, Egypt (Telephone 202-580-2193, Fax 202-580-2197, Email [wfisher206@aol.com](mailto:wfisher206@aol.com))
- 6 Ms Dianne Sutherland, Agricultural Technology Utilization & Transfer Project (ATUT/USAID Project #263-0240), RONCO Consulting Corporation, Tel 20-2-569-3234/5/6/7, Fax 202-569-3238, Email [ronco@internetegypt.com](mailto:ronco@internetegypt.com))
- 7 Ms Aziza M Helmy, Senior Program Specialist, Strategy Coordination & Support Directorate, Gender and Development Advisor, USAID, Mansour Bldg , Zahraa El Maadi, Cairo, Egypt, Tel 202-516-5505, Ext 3972, Fax 202-521-8501, Email [ahelmy@usaid.gov](mailto:ahelmy@usaid.gov))
- 8 Ms Mona Mortagy, Executive Director, Business Women of Egypt 21, 18, Hayaet El Tadrees St , Dokki – Cairo, Tel 202-361-8545 – 361-8546, Fax 202-336-0453

- 9 Ms Sawsan El-Messiri PhD, Consultant, Gender & Development Specialist, 52, Musadak St , Dokki, Cairo, Egypt, Tel 3358441 – 3603347, Fax 3600574, Email [smessiri@soficom.com.eg](mailto:smessiri@soficom.com.eg)
- 10 Dr Sami Rizk, Vice President, Fresh, Middle East for foods and Beverages Co Heliopolis, Cairo, Egypt Tel 20-2-4174871, 202-2906956, Fax 202-2905237 Factory Tel 202-15-410387, Fax 20150410388
- 11 Mr Saher Faray Ismeil, Fresh, Computer Department Manager
- 12 Mr Amro Houssain Ahmed, Fresh, Personnel Manager
- 13 Ms Ramia Hassan Abd El-wahap, Fresh, Assistant to Chairman and Deputy
- 14 Five female laborers from Fresh
- 15 Mr George Chouerı B Bus, Marketing General Manager & Board Member, Cold Alex, Egypt for Trading S A E , 14<sup>th</sup> St Free Zone – Amria- Alex Tel 4480641, Fax 4480642
- 16 Mr Ahmed T Abou El Enein, General Manager, Board Member, Engineering, Cold Alex for Food Processing S A E , 14<sup>th</sup> St , Amria, Free Zone, Alexandria, Egypt Tel 4480642, Fax 4480612
- 17 Ms Insherah Goma Ibrahim, Cold Alex, Production Manager
- 18 Ms Mubroka Abdel Salam, Cold Alex, Assistant to Production Manager, Engineering
- 19 Ms Nawal Amed, Cold Alex, Secretary
- 20 Mr Ahmed Gharieb, El Neanaiea Company, Production Manager, 71 Corniche El Nil Street, El Kanater, El Kharia Tel 218-3662 (office), 218-1650 and 218-2140 (Factory)
- 21 Ms Nahed Abdel Malim, El Neanaiea Company, Production Supervisor
- 22 Ms Safaa Bayomi, El Neanaiea Company, Bookkeeper

- 23 Ms Marwa Mohamed, El Neanaiea Company, Secretary/Computer
- 24 Ms Sherine El Derjani, El Neanaiea Company, Bookkeeper
- 25 Five factory workers, El Neanaiea Company
- 26 Mr Salah Morsy, AGROMISR, Dehydrated Vegetables and Fruits, 5A, El-Bostan St , Tahrir Squ , Cairo, Egypt P O Box 69 Bab El-Louk Tel 02-777055 Factory Tel 03-5330293 Fax 03-5497690, Alexandria Mobile 0122142398
- 27 Ms Hala Ahmed, AGROMISR, Secretary
- 28 Mr Ibrahim El Sheik, AGROMISR, Quality Control officer
- 29 Ms Samah Zidan, AGROMISR, Production Supervisor
- 30 Two female factory workers, AGROMISR
- 31 Mr Fouad Farag, General Manager, Societe Nationale D'Industries Nutritive, S A E , (SONUT) Communication Office 2 King Faisal Road, Giza Tel Ben Al Walid – Haram
- 32 Mr Mostafa Hamza Morsy, SONUT, Administration Sector Manager
- 33 202-3822425, Fax 202-3830166 P O Box 40 Khaled Ms Nadia Nabil Aziz, SONUT, Quality System Control Officer
- 34 Mr Moussa Eaisa, SONUT, Quality Control Manager, Factory Regional Road – Sadat City Tel 049-602546, Fax 049-602551
- 35 Eleven female secretaries located at headquarters office in Giza, SONUT

**Annex 2**  
**Bibliography/References**

## Reference Documents

### ALEB – Gender Study

- 1 Egyptian Labor Law, “Modified up to May 1998,” The Middle East Library for Economic Services, Law No 137/1981, Promulgating The Labor Law, as amended by laws Nos 33-119/1982 – 105/1987 – 142/1988 and 10/1991
- 2 “The Situation of Women in Egypt,” The Central Agency for Public Mobilization and Statistics (CAPMAS), Women and Child Research Unit, The United Nations Children’s Fund, UNICEF Egypt
- 3 “Women in Egypt,” Unofficial USAID paper
- 4 “GTG Link,” Vol 1, No 1, published by the GTG Monitoring and Evaluation Unit in association with the U S Agency for International Development, May 1999
- 5 “GTG Link,” Vol 2, No 2, published by the GTG Monitoring and Evaluation Unit in association with the U S Agency for International Development, June 1999
- 6 “Trade Association Support for Egypt’s Processed Foods Export Industry A Preliminary Assessment,” Year 1, Period 1, Submitted May 27, 1999, Agriculture-Led Export Businesses (ALEB) Project, Prepared for USAID/Egypt, SO-1, IR 1 3 1, 1 3 2, 1 3 3, RP 0264, Under Contract No 263-C-00-99-00011-00, Cognizant Technical Office USAID/Egypt/EG/ED, CTO Mr Tarek Shata Prepared by ALEB Team Thomas J Herlehy, Ph D , Dr Yousef Ali Hamdi, Timothy Mooney
- 7 “European Union Markets for Egyptian Processed Food Products Findings of a Rapid Industry Analysis (IRA) of Trade, Market and Opportunities,” Volume I of II, May 1999 Prepared for Agriculture-Led Export Businesses (ALEB), Funded by U S Agency for International Development, USAID/Egypt, RP 0264, Under Contract No 263-C-00-99-00011-00, USAID Cognizant Technical Office USAID/Egypt/EG/ED, CTO Mr Tarek Shata

## **Annex 3**

### **Companies to be Contacted**

Date August 19, 1999

## Updated Replies

Ser	Company Name	Fax.	Chairman Name	Title	Family Name	Address & locations	Location	Tel
1	Egyptian Company for Freezing and Beef Processing Farag Alla	(03) 4592044	Eng Mohamed Farag Amer	Chairman	Eng Amer	38, Kafr Abdou St Rouchdi	Alexandria	(03) 4592040
2	Farm Fresh (Misrco)	(03) 4846207	Mr Sherif Youssef Boulos	Chairman	Mr Boulos	68 El-Naby Daniel St	Alexandria	(03) 4817146 - 4822907
3	Farm Frites Co	(015) 362966	Mr Mohamed El Gebely	Business Development Manager	Mr El Gebely	10 th of Ramadan , Industrial zone A2, Part G	10th of Ramadan City	(015) 362967/56/57
4	HMF Group (New Flamenco - Fresh / Hostess / Milky Land / Middle East)	(015) 410967 (02) 2905237	Dr Hany Rizk	Chairman	Dr Rizk	111 Thawra St , Heliopolis	Cairo	(02) 2913431 (015) 361567
5	Sonac Societe Nationale Du Commerce	(03) 4936400	Mr Khaled Abou Ismail	General Manager	Mr Abou Ismail	Behind 30 Lumomba St El Shatalat, Villa B	Alexandria	(03) 4939555
6	The International Company for Exporting Food Industry (Shiati)	(02) 345 5507	Mr Mohamed M Ahmed El Shelshy	Chairman	Mr El Shelshy	52 El Alamein St El Sahafeen	Giza	(02) 3039116 - 3043784
7	The United Company for Food Industries Montana	(02) 3480381 (03) 2165154	Ms Iman Kamel	Chairman	Ms Kamel	52 Gamaat El Dowal El Arabla St , Mohandessin	Giza	(02) 3375408
8	El Neanarea Co for Dehydrated	(02) 2184694	Mr Gharieb Abd El Aal	Chairman	Mr Abd El Aal	71 Cornish El Nile - El Kanater El Khieriea	Kalioubia	
9	The National Company for Food Industry Sonut (Societe Nationale D Industries Nutritive)	(02) 3830166	Eng Samy Said Said	Chairman	Eng Said	2 King Fesal Road Pyramids	Giza	(02) 3822425
10	Safety Co For Special Food Industry	(015) 364441 (02) 2954444	Mr Abu El Ela Abu El Naga	Chairman	Mr Abu El Naga	398 Gamal Abd El Naser St El Herafien Town	El Hersaffien City	(015) 364441 (02) 2954444
11	Cold Alex For Food Processing S A E	(03) 4480642	Mr George Choueri	General Manager	Mr Choueri	Free Zone St 14 Amreya	Alexandria	(03) 4480641/2
12	Agromisr	(03) 5497690	Mr Salah Morsy	General Manager	Mr Morsy	Ahmed Abdel Wahab St , El Ras El-Soda Ezbet El Falaky	Alexandria	(03) 5330293 - 0122142398
13	Kaha for Preserved Food	(02) 3903487	Eng Abdel Aziz El Gayed	Chairman	Eng El Gayed	43 Abdel Khalek Sarwat St	Cairo	(02) 3911662 - 3901480
14	Green Land for Industry	2184353	Mr Fouad Fares	Chairman	Mr Fares	Kaliob Road - El Kanater Kafr Selim	Kafr Selim	2183660
15	Givrex Co for Food Industries	(03) 4212139	Mr Robert Mansour	Chairman	Mr Mansour	38 Smouha St	Alexandria	(03) 4207804

## **Annex 4**

### **Sample of Letter of Introduction**

August 24, □1999

Ms Iman Kamel  
The United Company for Food Industries  
"Montana"  
52 Gamait El Dowal  
El Arabia St ,Mohandessin  
Giza, Egypt

Dear Ms Kamel

Subject Agriculture-Led Export Businesses (ALEB) Gender Study

Let me take this opportunity to thank you for your support and assistance to the ALEB team as it pursues its analysis of your company's operations. Another component of our analysis concerns the specific role of women in your company and, once again, I must ask for your assistance in facilitating our collection of data in this area. We will be seeking the same data from 14 other Egyptian food-processing companies and all of the company-specific information that we collect will be strictly confidential.

In the United States, women often play an active role in company management, as well as in clerical, administrative and processing operations. We have found, in fact, that women are very good employees in certain managerial and professional categories, such as accounting, marketing and quality control. We have also learned that women sometimes have problems in the workforce which are different from those of men. Knowledge of those problems and the active pursuit of solutions to them can have a beneficial effect on a company's overall productivity and profitability. In some industries in Egypt, such as agribusiness and tourism, middle management and certain technical skill shortages are widely seen as the critical constraints to revenue and job growth. It is for this reason that we would like to include in our analyses an assessment of the issues of the women in your company. With these data the ALEB team will be in a better position to work with you on your company's strategic policy plans, technical assistance and training requirements.

I am attaching a sample questionnaire for your information. It would be of great assistance to us if you would identify a contact person with whom we can work to complete this questionnaire, and set up interviews with the women in your company. We would like to talk to women in professional and managerial positions, as well as those who work on a wage basis in your processing factories.

Ms Renee Yates, ALEB gender consultant, Dr Manal Karim, Marketing Associate and Ms Amal Nawar, gender research assistant, will be in contact with you to schedule these meetings, if this is agreeable to you. Again thank you for your continued support, and we look forward to working with the women in your company.

Best Regards,

Douglas Anderson  
ALEB, Task 3 Team Leader

٢٤ أغسطس ١٩٩٩

الشركة المتحدة للصاعات العدائية "موتانا"  
٥٢ جامعة الدول العربية ، المهندسين-الخيرة

الموضوع دراسة تنمية المرأة الخاصة بمشروع ALEB

السيدة إيمان كامل،

رئيس مجلس إدارة شركة موتانا

تحية طيبة وبعد،،،

أود ان اسهر هذه الفرصة لأتوجه لسيادتكم بالشكر على المسانده والمساعدته المسمره التي تقدموها لفریق عمل مشروع ALEB من أجل الاستمرار في تحليل عمليات الشركة تحتص احد مكوبات التحليل بالدور الخاص بالمرأة في شركتكم لذا أطلب من سيادتكم تيسير جمع البيانات في هذا الطاق اد أسأ سعى للحصول على هذه السانات من ١٤ شركة مصرية تعمل في مجال تصنيع المواد العدائيه، وبوكد أن جميع السانات التي سوف نقوم بجمعها ستكون في عاية السرية

تلعب عالما المرأة في الولايات المتحدة دورا فعالا في ادارة الشركة بالاصافة الى الأعمال الكتابية وعمليات الصنع حت وحننا في الواقع ان السيدات موطعات حذاب حذا في بعض المحالات الادارية والمهية مثل المحاسه والسويق ومراقبة الجودة كما علما أيضا ان متاكل السيدات محلّف عن متاكل الرجال في العمل وتؤتر معرفة هذه المتاكل والمتانعة الفعالة من أجل حلها سكل فعال على إتاحية ورحية الشركة ككل ممكن أن تتمل بشكل واسع بعض المعوقات الهامة للدحل وتطور العمل في بعض الصاعات في مصر، مل العمل الرراعي والساحي، في الادارة المتوسطى وعدم وعود بعض المهارات الفية لذلك بود أن بضع صن التحليلات الي نقوم ها تقيما حصاص باهتمامات السيدات الي تعمل في شركتكم سوف تتمك فريق عمل مشروع ALEB من حلال هذه السانات

من العمل بشكل أفضل مع شركتكم فيما يخص مخطط السياسة الاستراتيجية والمساعدة الفعّية ومتطلبات التدريب

لدا برفق مع الخطاب استبان دراسة سمة المرأة للاطلاع كما نطلب من سادتكم تحديد الشخص الذي سيمكنا الاتصال به والعمل معه في استكمال الاسسيان وتحديد مقابلات مع السيدات في الشركة حيث أننا بود احراء حوار مع السيدات اللاتي يتعلن مناصب مهنية وادارية بالإضافة الي اللاتي يعملن باحور يومية في مصانع الصنع

سوف تكون كل من السيدة/ ربية ياتس، مستشارة تنمية المرأة التابعة لمسروع ALEB والدكتور/ مال كريم والأستاذة/ أمل نوار، مساعد ناحت لتنمية المرأة على اتصال بكم من أجل تحديد مواعيد هذه المقابلات ادا وافقم على القيام بذلك وسوحو بالشكر لكم على الدعم المستمر الذي تقدموه لنا كما نتطلع للعمل مع السيدات في شركتكم

وتفصلوا بقول فائق الشكر والاحترام ،،،

دو حلاس اندرسون

قائد فريق العمل لمشروع ALEB المهمة الثالثة

٢٤ اغسطس ١٩٩٩

شركة فارم فريتنس

العاشر من رمصان المطقة الصاعية التاية، ح

الموضوع دراسة تنمية المرأة الخاصة بمشروع ALEB

السيدة محمد الحلاوي،

تحية طيبة وبعد،،،

أود ان انتهر هذه الفرصة لاتوجه لسيادتكم بالسكر على المساندة والمساعدة المستمرة الي تقدموها لفريق عمل مشروع ALEB من أجل الاستمرار في تحليل عمليات الشركة تحتص أحد مكوبات التحليل بالدور الخاص بالمراه في شرككم لذا اطلب من سادتكم تيسير جمع البيانات في هذا الطاق إد أسا تسعى للحصول على هذه البيانات من ١٤ شركة مصرية تعمل في مجال تصيع المواد العداية، ويؤكد أن جمع البيانات التي سوف تقوم بجمعها سيكون في غاية السرية

تلعب عالما المرأة في الولايات المتحدة دورا فعالا في ادارة الشركة بالاضافة الي الأعمال الكناسه وعمليات التصيع حيث وحدنا في الواقع ان السيدات موطفات حيدات حدا في بعض المحالات الإدارية والمهسة مل المحاسه والتسويق ومراقبة الجودة كما علما أيضا أن متاكل السدات تحلف عن متاكل الرحال في العمل وتوتر معرفه هذه المتاكل والمتابعة الفعالة من أجل حلها بشكل فعال على إنتاجية وربحية الشركة ككل ممكس أن تمتل بشكل واسع بعض المعوقات الهامة للدحل وبتطور العمل في بعض الصاعات في مصر، مثل العمل الزراعي والسياحي، في الادارة المتوسطى وعدم وجود بعض المهارات الفسة لذلك بود ان نصع صم التحليلات التي نقوم بها نقيما حصاص ناهمامات السيدات التي تعمل في شرككم سوف تتمكس فريق عمل مشروع ALEB من خلال هذه البيانات من العمل بشكل أفضل مع شركتكم فيما يخص مخطط السياسة الاسرراتحة والمساعدة الفيه ومطلبات التدريب

لدا برفق مع الحطاب استبيان دراسه تنمية المرأة للاطلاع كما نطلب من ساداتكم تحديد التـحصـص الذي سيمكنا الاتصال به والعمل معه في استكمال الاسسيان وتحديد مقابلات مع السيدات في الشركة حيث اننا نود إحراء حوار مع السيدات اللاتي يسعلن ماصب مهية وادارية بالاصافة الي اللاتي يعملن بأحور يومية في مصانع الصبيح

سوف تكون كل من السيدة/ ربييه ياتس، مستشارة تنمية المرأة التابعة لمشروع ALEB والدكتورة/ مال كريم والأستاذة/ امل نوار، مساعد ناحت لسمة المرأة على اتصال بكم من أجل تحديد مواعيد هذه المقابلات إذا وافقتم على القيام بذلك وسوجه بالسكر لكم على الدعم المستمر الذي تقدموه لنا كما نتطلع للعمل مع السيدات في شركتكم

وتفصلوا بقبول فائق الشكر والاحترام ،،،

دو حلاس اندرسون

قائد فريق العمل لمشروع ALEB المهمة الثالثة

**Annex 5**  
**Sample Questionnaire**

**AGRICULTURE-LED EXPORT BUSINESSES (ALEB)**  
**GENDER QUESTIONNAIRE**

<b>Date:</b>			
<b>Company name:</b>			
<b>Address</b>			
<b>Contact Numbers:</b>			
<b>Telephone.</b>			
<b>Mobile/Cell</b>			
<b>Fax:</b>			
<b>e-mail:</b>			
<b>Is the company member in Business Associations</b>	<b>Yes</b>	<b>No</b>	
<b>Legal Status of Company</b>			
<b>No of Employees.</b>	<b>Male</b>	<b>Female</b>	
<b>Interviewer(s)</b>			
<b>Interviewee(s)</b>	<b>Name</b>	<b>Title</b>	<b>Gender</b>

**1 Products manufactured**

<b>Item #</b>	<b>Item</b>	<b>Company Products (check)</b>
1	<b>Frozen vegetables and Fruits</b>	
2	<b>Dehydrated Fruits and Vegetables</b>	
3	<b>Fruits and Vegetables Juices and Concentrates</b>	
4	<b>Jams and Preserves</b>	
5	<b>Dairy Products</b>	
6	<b>Processed Meat/Fish Products</b>	
7	<b>Bisuits,</b>	
8	<b>Bagged, Canned and Glass (value added) packed vegetables, pickled, etc</b>	
9	<b>Dry blends, soup mixes, bouillon, dry sauce mixes and baby food</b>	

## 2 Company Facilities

		Yes	No
1	Day care for children		
2	Health clinic		
3	Labour Laws Posted		
4	Enviromental hazards		

## 3 Educational level of employees

		No males	No females
1	No formal education		
2	Primary education		
3	Preparatory education		
4	Secondary education		
5	Technical education		
6	Institute		
7	University degree		
8	Other		

## 4. Age of employees

		No males	No females
1	Under 20		
2	20 - 35		
3	36 - 60		

## 5 Marital Status of employees

		No males	No females
1	Single		
2	Marned		
3	Divorced		
4	Widow		

## 6 Employment

		No males	No females
1	Full - time employee		
2	Part - time employee		
3	Temporary		

## 7. Terms of Payment

		No males	No females
1	Salary		
2	Wage		

**8 Occupational areas**

		Male	Female
1	Clerical/Secretarial		
2	Administrative		
3	Personnel/Human Resources		
4	Marketing/Sales		
5	Finance/accounting		
6	Legal Affairs		
7	Management		
8	Laborers		
9	Other		

**9. Transportation**

		Yes	No
1	Company bus		
2	Public Transportation		

**10 Working Hours**

		Yes	No
1	Morning shift		
2	Night shift		

**11 Training**

		Yes	No
1	Foreign languages		
2	Computer		
3	Technical		
4	Marketing		
5	Other		

**12 Location of Training**

		On-the job	Off-site	Overseas
1	Foreign languages			
2	Computer			
3	Technical			
4	Marketing			
5	Other			

**13 Number of employees receiving training**

		Male	Female
1	Foreign languages		
2	Computer		
3	Technical		
4	Marketing		
5	Other		

**14 Period of Employment**

		<b>Male</b>	<b>Female</b>
1	<b>Less than 6 months</b>		
2	<b>6 months - 1 year</b>		
3	<b>1 - 6 years</b>		
4	<b>3 - 5 years</b>		
5	<b>Over 5 years</b>		

## **Annex 6**

### **Company Questionnaires (five)**

**AGRICULTURE-LED EXPORT BUSINESSES (ALEB)**

**GENDER QUESTIONNAIRE**

Revised September 6, 1999

Date	01-Sep-99		
Company name	Societe Nationale D'Industries Nutritive (SONUT)		
Address	P O Box 686, Cairo, Egypt		
Contact Numbers			
Telephone	202-382-2425		
Mobile/Cell			
Fax	202-383-0166		
e-mail			
Is the company member in Business Associations	Yes <input type="checkbox"/> X <input checked="" type="checkbox"/> No <input type="checkbox"/>	Food Industries Chamber, Chamber of Commerce	
Legal Status of Company	Private, 90% owned by Sami Saad Group, 10% by Nat Bank of Egypt		
No of Employees	1300 total	female 13	male 1287
Interviewer(s)	Renee Yates	Amal Nawar	
Interviewee(s)	Name	Title	Gender
	Mr Fouad Farag	General Manager	
	Mr Mostafa Hamza Morsy	Administration Sector Manager	
	Ms Nadia Nabil Aziz	Quality System Control Officer	
	Mr Moussa Eaisa	Quality Control Manager	

**1 Products manufactured**

Item #	Item	Company Products (check)
1	Frozen vegetables and Fruits	
2	Dehydrated Fruits and Vegetables	
3	Fruits and Vegetables Juices and Concentrates	X
4	Jams and Preserves	
5	Dairy Products	
6	Processed Meat/Fish Products	
7	Bisuits,	
8	Bagged, Canned and Glass (value added) packed vegetables, pickled, etc	
9	Dry blends, soup mixes, bouillon, dry sauce mixes and baby food	

**2 Company Facilities**

		Yes	No
1	Day care for children		X
2	Health clinic		X
3	Labour Laws Posted		
4	Enviromental hazards		X

**4 Educational level of management/administration**

		No males	No females
1	No formal education		
2	Primary education		
3	Preparatory education		
4	Secondary education		6
5	Technical education		
6	Institute		
7	University degree	45	7
8	Other		

**4 Educational level of laborers**

		No males	No females
1	No formal education		
2	Primary education		
3	Preparatory education		
4	Secondary education		
5	Technical education		
6	Institute		
7	University degree		
8	Other		

**5 Age of Management Employees**

		No males	No females
1	20 or under		
2	21 - 35		13
3	36 - 60	253	

**6 Age of laborers**

		No males	No females
1	Under 20	25	
2	20 - 35	900	
3	36 - 60		

**7 Marital Status of labourers**

		No males	No females
1	Single		
2	Married	540	
3	Divorced		
4	Widow		

**8 Marital Status of Management**

		No males	No females
1	Single		
2	Married	240	
3	Divorced		
4	Widow		

**9 Employment**

		No males	No females
1	Full - time employee	1200	13
2	Part - time employee		
3	Temporary/seasonal	150	

**10 Terms of Payment**

		No males	No females
1	Salary	1200	13
2	Wage	150	

**11 Rate of Payment**

		No males	No females
1	Rate of Salary for Laborers	EL 400 - 500/month	
2	Rate of Wage for Laborers (Seasonal)	EL 8-10/day	
3	Rate of Salary for Managers	EL 600 - 1,200/month	

**12 Occupational areas**

		Male	Female
1	Clerical/Secretarial		12
2	Administrative		
3	Personnel/Human Resources		
4	Marketing/Sales		
5	Finance/accounting		
6	Legal Affairs		
7	Management		1
8	Laborers		
9	Maintenance & Engineering		
10	Other		

**13 Transportation**

		Yes	No
1	Company bus	X	
2	Public Transportation		

**14 Working Hours**

		Yes	No
1	Morning shift	X	
2	Night shift	X	

**15 Availability of Training**

		Yes	No
1	Foreign languages	X	
2	Computer	X	
3	Technical	X	
4	Marketing		
5	Other		

**16 Location of Training**

		On-the job	Off-site	Overseas
1	Foreign languages	X	X	
2	Computer	X		
3	Technical	X		
4	Marketing			
5	Other			

**17 Number of employees receiving training**

		Male	Female
1	Foreign languages		
2	Computer		6
3	Technical		
4	Marketing		
5	Other		

**18 Period of Employment**

		Male	Female
1	Less than 6 months		
2	6 months - 1 year		
3	1 - 6 years	1200	13
4	6 - 10 years		
5	Over 10 years		

**AGRICULTURE-LED EXPORT BUSINESSES (ALEB)**

**GENDER QUESTIONNAIRE**

Revised September 1st, 1999

Date	29-Aug-99		
Company name	Cold Alex for Food Processing		
Address	14th Amreya St Public Free Zone, Alexandria		
Contact Numbers			
Telephone	03-448-0641	448-0642	03-980-641
Mobile/Cell	Choueri	012-337-0997	
Fax	03-448-0642	03-980-642	
e-mail	coldalex@dataxprs.com.eg		
Is the company member in Business Associations	yes <input type="checkbox"/> Chamber of Commerce	x <input checked="" type="checkbox"/> Egyptian Exporters Association	No <input type="checkbox"/>
Legal Status of Company	Private, Nine Partners		
No of Employees	Male 25	Female 60 - 75	
Interviewer(s)	Ms Renee Yates	Ms Amal Nawar	
Interviewee(s)	Name	Title	
	Mr George Choueri	Marketing General Manager	
	Mr Ahmed T Abou EL Enein	General Manager Engineering	
	Ms Insherah Goma Ibrahim	Production Manager	
	Ms Mubroka Abdel Salam	Assistant Production Manager, Eng	
	Ms Nawal Amed	Office Manager	

**1 Products manufactured**

Item #	Item	Company Products (check)
1	Frozen vegetables and Fruits	X
2	Dehydrated Fruits and Vegetables	
3	Fruits and Vegetables Juices and Concentrates	
4	Jams and Preserves	
5	Dairy Products	
6	Processed Meat/Fish Products	
7	Biscuits	
8	Bagged, Canned and Glass (value added) packed vegetables, pickled, etc	X
9	Dry blends, soup mixes, bouillon, dry sauce mixes and baby food	

## 2 Company Facilities

		Yes	No
1	Day care for children		X
2	Health clinic		X
3	Labour Laws Posted	X	
4	Enviromental hazards		X

## 4 Educational level of management/administration

		No males	No females
1	No formal education		
2	Primary education		
3	Preparatory education		
4	Secondary education		
5	Technical education		
6	Institute		
7	University degree		1
8	Other		

## 4 Educational level of laborers

		No males	No females
1	No formal education		60
2	Primary education		
3	Preparatory education		
4	Secondary education		
5	Technical education		
6	Institute		
7	University degree		
8	Other		

## 5 Age of Management Employees

		No males	No females
1	Under 20		
2	20 - 35		1
3	36 - 60		

## 6 Age of laborers

		No males	No females
1	Under 20		
2	20 - 35		60
3	36 - 60		

## 7 Marital Status of labourers

		No males	No females
1	Single		60
2	Married		0
3	Divorced		
4	Widow		

**8 Marital Status of Management Employees**

		No males	No females
1	Single		60-75
2	Married		
3	Divorced		
4	Widow		

**9 Employment**

		No males	No females
1	Full - time employee	25	60-75
2	Part - time employee		
3	Temporary/seasonal		

**10 Terms of Payment**

		No males	No females
1	Salary		
2	Wage		

**11 Rate of Payment**

		No males	No females
1	Rate of Salary		
2	Rate of Wage		

**12 Occupational areas**

		Male	Female
1	Clerical/Secretarial		
2	Administrative		
3	Personnel/Human Resources		
4	Marketing/Sales		
5	Finance/accounting		
6	Legal Affairs		
7	Management		
8	Laborers		
9	Maintenance & Engineering		
10	Other		

**13 Transportation**

		Yes	No
1	Company bus	X	
2	Public Transportation		

**14 Working Hours**

		Yes	No
1	Morning shift 8 00am - 4 30pm	X	
2	Night shift 3 00pm - 10 00pm	X	

**14 Training Availability**

		Yes	No
1	Foreign languages		X
2	Computer		X
3	Technical		X
4	Marketing		X
5	Other		X

**16 Location of Training**

		On-the job	Off-site	Overseas
1	Foreign languages			
2	Computer			
3	Technical			
4	Marketing			
5	Other			

**17 Number of employees receiving training**

		Male	Female
1	Foreign languages		
2	Computer		
3	Technical		
4	Marketing		
5	Other		

**18 Average Length of Employment**

		Male	Female
1	Less than 6 months		
2	6 months - 1 year		
3	1 - 6 years		X
4	6 - 10 years		
5	Over 10 years		

**AGRICULTURE-LED EXPORT BUSINESSES (ALEB)**

**GENDER QUESTIONNAIRE**

Revised September 1, 1999

Date	30-Aug-99		
Company name	El Neanaiea Company		
Address	71 Corniche El Nil Street, El Kanater, El Khairra		
Contact Numbers			
Telephone	Office 218-3662	factory 218-1650	218-2140
Mobile/Cell	Car 010-212-252		
Fax	218-4694		
e-mail			
Is the company member in Business Associations	Yes Chamber of Food Industries	No	
Legal Status of Company	Private - Family owned		
No of Employees	Male 100	Female 250	
Interviewer(s)	Renee Yates	Amal Nawar	
Interviewee(s)	Name	Title	
	Mr Ahmed Gharieb	Production Manager	
	Ms Nahed Abdel Malim	Production Supervisor	
	Ms Safaa Bayomi	Bookkeeper	
	Ms Marwa Mohamed	Secretary/computer	
	Ms Sherine El Derjri	Bookkeeper	

**1 Products manufactured**

Item #	Item	Company Products (check)
1	Frozen vegetables and Fruits	
2	Dehydrated Fruits and Vegetables	X
3	Fruits and Vegetables Juices and Concentrates	
4	Jams and Preserves	
5	Dairy Products	
6	Processed Meat/Fish Products	
7	Biscuits	
8	Bagged, Canned and Glass (value added) packed vegetables, pickled, etc	
9	Dry blends, soup mixes, bouillon, dry sauce mixes and baby food	

## 2 Company Facilities

		Yes	No
1	Day care for children		X
2	Health clinic	X	
3	Labour Laws Posted		X
4	Enviromental hazards		X

## 4 Educational level of management/administration

		No males	No females
1	No formal education		
2	Primary education		
3	Preparatory education		1
4	Secondary education		
5	Technical education		
6	Institute		
7	University degree		
8	Other		

## 4 Educational level of laborers

		No males	No females
1	No formal education		250
2	Primary education		
3	Preparatory education		
4	Secondary education		
5	Technical education		
6	Institute		
7	University degree		
8	Other		

## 5 Age of Management Employees

		No males	No females
1	Under 20		
2	20 - 35		
3	36 - 60		1

## 6 Age of laborers

		No males	No females
1	20 or under		250
2	21 - 35		
3	36 - 60		

## 7 Marital Status of labourers

		No males	No females
1	Single		250
2	Married		
3	Divorced		
4	Widow		

**8 Marital Status of Management**

		No males	No females
1	Single		
2	Married		1
3	Divorced		
4	Widow		

**9 Employment**

		No males	No females
1	Full - time employee	100	250
2	Part - time employee		
3	Temporary/seasonal		25

**10 Terms of Payment**

		No males	No females
1	Salary		
2	Wage		

**11 Rate of Payment**

		No males	No females
1	Rate of Salary		
2	Rate of Wage		

**12 Occupational areas**

		Male	Female
1	Clerical/Secretarial		
2	Administrative		
3	Personnel/Human Resources		
4	Marketing/Sales		
5	Finance/accounting		
6	Legal Affairs		
7	Management		1
8	Laborers		275
9	Maintenance & Engineering		
10	Other		

**13 Transportation**

		Yes	No
1	Company bus	X	
2	Public Transportation		

**14 Working Hours**

		Yes	No
1	Morning shift	X	
2	Night shift	X	

**15 Training**

		Yes	No
1	Foreign languages		X
2	Computer		X
3	Technical	X	
4	Marketing		
5	Other		

**16 Location of Training**

		On-the job	Off-site	Overseas
1	Foreign languages			
2	Computer			
3	Technical	X		
4	Marketing			
5	Other			

**17 Number of employees receiving training**

		Male	Female
1	Foreign languages		0
2	Computer		0
3	Technical		275
4	Marketing		0
5	Other		0

**18 Period of Employment**

		Male	Female
1	Less than 6 months		
2	6 months - 1 year		
3	1 - 6 years		250
4	6 - 10 years		
5	Over 10 years		

**AGRICULTURE-LED EXPORT BUSINESSES (ALEB)**

**GENDER QUESTIONNAIRE**

Revised September 1st, 1999

Date	August 26th, 1999		
Company name	HMF (Fresh)		
Address	10 Ramadan City		
Contact Numbers			
Telephone	015361567		
Mobile/Cell			
Fax			
e-mail			
Is the company member in Business Associations	Yes Investors Association	No	
Legal Status of Company	Private		
No of Employees	Male 200	Female 300	
Interviewer(s)			
Interviewee(s)	Name	Title	Gender
	Dr Samy Rizk	Vice president	Male
	Dr Hany Rizk	Chairman	Male
	Saher Farag Ismail	IT Manager	Male
	Amr Hussein Ahmed	Personnel Manager	Male
	Rania Hassan Abdel Wahap	Vice pres Assistant	Female
	5 women workers		

**1 Products manufactured**

Item #	Item	Company Products (check)
1	Frozen vegetables and Fruits	X
2	Dehydrated Fruits and Vegetables	X
3	Fruits and Vegetables Juices and Concentrates	X
4	Jams and Preserves	X
5	Dairy Products	X
6	Processed Meat/Fish Products	
7	Bisuits,	
8	Bagged, Canned and Glass (value added) packed vegetables, pickled, etc	
9	Dry blends, soup mixes, bouillon, dry sauce mixes and baby food	

## 2 Company Facilities

		Yes	No
1	Day care for children		X
2	Health clinic		X
3	Labour Laws Posted	X	
4	Enviromental hazards		X

## 4 Educational level of management/administration

		No males	No females
1	No formal education		1
2	Primary education		
3	Preparatory education		
4	Secondary education		3
5	Technical education		
6	Institute		
7	University degree		2
8	Other		

## 4 Educational level of laborers

		No males	No females
1	No formal education		1
2	Primary education		
3	Preparatory education		
4	Secondary education		
5	Technical education		
6	Institute		
7	University degree		
8	Other		

## 5 Aqe of mangement/ employees

		No males	No females
1	Under 20		
2	20 - 35		
3	36 - 60		

## 6 Aqe of laborers

		No males	No females
1	Under 20		
2	20 - 35		
3	36 - 60		

## 7 Marital Status of labourers

		No males	No females
1	Single		
2	Marrried		
3	Divorced		
4	Widow		

**8 Marital Status of mangement**

		No males	No females
1	Single		
2	Married		
3	Divorced		
4	Widow		

**9 Employment**

		No males	No females
1	Full - time employee	200	300
2	Part - time employee		
3	Temporary/seasonal		

**10 Terms of Payment**

		No males	No females
1	Salary		
2	Wage		

**11 Rate of Payment**

		No males	No females
1	Rate of Salary		
2	Rate of Wage		

**12 Occupational areas**

		Male	Female
1	Clerical/Secretarial	2	2
2	Administrative		
3	Personnel/Human Resources	4	1
4	Marketing/Sales	70	5
5	Finance/accounting	10	
6	Legal Affairs	4	
7	Management	4	
8	Laborers	150	200
9	Maintenance & Ebginering	40	
10	Other		

**13 Transportation**

		Yes	No
1	Company bus	X	
2	Public Transportation		

**14 Working Hours**

		Yes	No
1	Morning shift	X	
2	Night shift	X	

**15 Training**

		Yes	No
1	Foreign languages		X
2	Computer		X
3	Technical		X
4	Marketing		X
5	Other		X

**16 Location of Training**

		On-the job	Off-site	Overseas
1	Foreign languages			
2	Computer			
3	Technical			
4	Marketing			
5	Other			

**17 Number of employees receiving training**

		Male	Female
1	Foreign languages		
2	Computer		
3	Technical		
4	Marketing		
5	Other		

**18 Period of Employment**

		Male	Female
1	Less than 6 months		
2	6 months - 1 year		
3	1 - 6 years		X
4	6 - 10 years		
5	Over 10 years		

**AGRICULTURE-LED EXPORT BUSINESSES (ALEB)**

**GENDER QUESTIONNAIRE**

Revised September 1, 1999

Date	31-Aug-99		
Company name	AGROMISR		
Address	Ahmed Abdel-Wahab St , El ras El-Soda, Ezbet El-Falaky, Al		
Contact Numbers			
Telephone	03-533-0293		
Mobile/Cell	012-214-2398		
Fax	03-549-7690		
e-mail			
Is the company member in Business Associations	Yes Export Center	No	
Legal Status of Company	Private, family owned		
No of Employees	Male 130	Female 240	
Interviewer(s)	Renee Yates	Amal Nawar	
Interviewee(s)	Name	Title	
	Mr Salah Morsy	General Manager	
	Mr Ibrahim El Sheik	Quality Control Officer	
	Ms Samah Zidan	Production Supervisor	
	Ms Hala Ahmed	Secretary	
	Five factory workers		

**1 Products manufactured**

Item #	Item	Company Products (check)
1	Frozen vegetables and Fruits	
2	Dehydrated Fruits and Vegetables	X
3	Fruits and Vegetables Juices and Concentrates	
4	Jams and Preserves	
5	Dairy Products	
6	Processed Meat/Fish Products	
7	Bisuits,	
8	Bagged, Canned and Glass (value added) packed vegetables, pickled, etc	
9	Dry blends, soup mixes, bouillon, dry sauce mixes and baby food	

## 2 Company Facilities

		Yes	No
1	Day care for children		X
2	Health clinic		X
3	Labour Laws Posted		X
4	Enviromental hazards		X

## 4 Educational level of management/administration

		No males	No females
1	No formal education		
2	Primary education		
3	Preparatory education		
4	Secondary education		
5	Technical education		
6	Institute		
7	University degree	130	
8	Other		

## 4 Educational level of laborers

		No males	No females
1	No formal education		154
2	Primary education		70
3	Preparatory education		
4	Secondary education		20
5	Technical education		
6	Institute		
7	University degree		
8	Other		

## 5 Age of mangement/ employees

		No males	No females
1	20 or under		150
2	21- 35	135	90
3	36 - 60		

## 6 Age of laborers

		No males	No females
1	20 or under		150
2	21 - 35		90
3	36 - 60		

## 7 Marital Status of labourers

		No males	No females
1	Single		238
2	Married		2
3	Divorced		
4	Widow		

**8 Marital Status of Management**

		No males	No females
1	Single	52	
2	Married	78	
3	Divorced		
4	Widow		

**9 Employment**

		No males	No females
1	Full - time employee	130	90
2	Part - time employee		
3	Temporary/seasonal		150

**10 Terms of Payment**

		No males	No females
1	Salary	130	90
2	Wage		

**11 Rate of Payment**

		No males	No females
1	Rate of Salary for Laborers	LE 300/month	LE 250/month
2	Rate of Wage for Laborers (seasonal)		LE 200/month
3	Rate of Salary for managers	LE 400/month	

**12 Occupational areas**

		Male	Female
1	Clerical/Secretarial		1
2	Administrative		
3	Personnel/Human Resources		
4	Marketing/Sales		
5	Finance/accounting		
6	Legal Affairs		
7	Management		
8	Laborers		
9	Maintenance & Ebgineering		
10	Other		

**13 Transportation**

		Yes	No
1	Company bus		X
2	Public Transportation		

**14 Working Hours**

		Yes	No
1	Morning shift	X	
2	Night shift	X	

**15 Training**

		Yes	No
1	Foreign languages		X
2	Computer		X
3	Technical		X
4	Marketing		X
5	Other		X

**16 Location of Training**

		On-the job	Off-site	Overseas
1	Foreign languages			
2	Computer			
3	Technical			
4	Marketing			
5	Other			

**17 Number of employees receiving training**

		Male	Female
1	Foreign languages		0
2	Computer		0
3	Technical		0
4	Marketing		0
5	Other		0

**18 Period of Employment**

		Male	Female
1	Less than 6 months		
2	6 months - 1 year		
3	1 - 6 years		90
4	6 - 10 years		
5	Over 10 years	130	

## **Annex 7**

### **Company Interviews (five)**

COMPANY A  
August 29, 1999

There are a total of approximately 100 employees at this company, including management and factory workers. Twenty-five are male and 60-75 employees are females. Women do approximately ninety percent of the company's work.

We interviewed two male general managers, the female production manager, her female assistant, and five female laborers from the factory floor. The female production manager oversaw the work of some 60-75 female laborers who were responsible for sorting okra and other vegetables and feeding them into the cleaning machines and freezers. The production manager is 35 years old, unmarried, but engaged. She has a university education. There is a female in the human resources department of the company who does secretarial work. She was promoted from a laborer on the factory floor after having gotten additional education.

The female production manager said that the minimum age for female laborers is 15 and the maximum age is 25. The female assistant production manager is 24 years old. The laborers range in age from 18 to 20 years old. All of the laborers are single, except 3 or 4 who are married. She prefers not to hire women over 25 years old because of her concern that the women will have too many family issues after marriage. Recruitment is done by word-of-mouth and advertisement on the company's outside gate. Candidates for labor positions are interviewed and selected by the male human resource manager. There is no clear system in place that allows the upward mobility of women, or their direct participation in management decision-making.

She mentioned that day care would be a problem for them and that there are currently no facilities available at the company, or plans to install them. (Day care facilities are not a requirement under the Egyptian labor laws for companies that have fewer than 100 female employees.) There is no health facility on the premises but a hospital is 10 minutes away if someone is injured.

All of the female employees work full-time, they are salaried and have benefits. There are two shifts: 8:00am – 3:00pm and 3:00pm – 10:00pm. There is overtime and bonus pay for work after 4:30pm, and many of the women prefer to work late to earn overtime pay. The company provides

transportation to and from work. There are three company buses that pick the female laborers from various convenient locations in the city. About 5% of the laborers are from villages, the rest are from Alexandria.

Most of the laborers have no formal education. The new laborers are trained on-the-job for one week to three months in how to sort and clean okra. One man is responsible for the operation of each machine, although the women can operate the machine in his absence. Other types of training are not available through the company. We were told that there was no need for literacy training, although the comment was made that some of the girls needed to be more "cultured," and that some training in "hygiene" may be helpful. The general consensus was that there is little need, and no time for training. The production manager indicated that she would be interested in participating in a business association of women if there was time to do so.

The female production manager reports issues to the general manager. She does not attend or participate directly in company management meetings. (During our closed meeting with her she confided her desire to have a day care center on the premises, as well as a change in the working hours by creating another shift. She indicated that she had not yet brought these concerns to the attention of management because she had to choose her priorities carefully. When she attended a portion of the ALEB SWOT session concerning the company's strengths and weaknesses, she said nothing.)

The women reported that the company is run in "a very good way" and that there are no problems. The women indicated that they appreciated having a female supervisor because they felt that she could understand their needs better than men. The production manager said that she had to spend a great deal of time dealing with personal problems that the girls had. She expressed the desire to have a psychologist at the company to handle some of these personal issues, so that she did not have to take time away from productive activity.

COMPANY B  
September 1, 1999

This company is four years old. There are a total of 1200 employees – 13 women at headquarters, 150 men at headquarters, 420 men at the factory, 12 men at the warehouses, and male drivers, carriers and distributors. There are no women working at the factory. The women are secretaries and one is an officer who works on quality control and industry regulation issues. Seven of the women are university graduates and six have secondary-level education. All of the women are between 20 – 30 years old. Six women are married and seven are single.

Concerning the educational level of men, more than 45 of the management staff have university degrees. The other male employees generally have secondary level education. The two general managers are over 55 and the 250 male managers are between the ages of 36 and 60 years. Of the male laborers, 900 are between the ages of 20 and 35, and 25 male laborers are under 20. Approximately 60% of the men are married.

All 1200 male and female employees work full-time. There are some 150 seasonal workers in the summer only. The salaries and wages vary based on the type and quality of work performed. Males in management and sales (salary and commissions) earned the post. Some sales representatives made as much as LE 3,000/ month. Uneducated laborers earned between EL 250 500/ month.

There is a car for managers and a company bus to the factory (which is 1½ hours outside of Cairo). The women working at headquarters are responsible for their own transportation to and from work. The factory has three, eight hour shifts: 8am – 4pm, 4pm – 10pm and 10pm- 6am. There is a restaurant at the factory, a contract with an Egyptian medical company for employees, and the labor laws are posted at the factory. The company offers 15 days annual leave, 7 days in the first 6 months, 21 days after the 1<sup>st</sup> year to the 10<sup>th</sup> year, 30 days after 10<sup>th</sup> year. The company is four years old, and most employees have been there 2 – 3 years. In the case of the women, 2 have been employed 4 years, 2 for six months, and the others about 2 – 3 years.

The company belongs to two associations, Sadat City Investors, and Chamber of Commerce for Food Industries. The company offers training to its employees, both at the company and off-site. Outside trainers from the university and elsewhere are brought in to provide training for 2-4 hours daily. The subject matter has included computer training, sales, marketing, finance/accounting, and English language. Six of the women have received training and one woman has participated in an overseas North American business tour.

During an informal interview with a male factory manager and senior female officer the subject of women's roles in improving the company's marketing prospects and the value of using women in more aspects of the company's work, was discussed. Although the discussion was wide-ranging, an attempt was made to illustrate through economic examples the idea that the strategic integration of women in management decision-making may improve their company's marketing performance and ability to expand its operations. The idea of part-time work was mentioned, as well as the observation that several of the assembly line tasks could be carried out by women, as they do not involve lifting or exposure to hazardous substances, or machinery. Also, it was noted that the buses transporting men from Cairo every day leave at a reasonable hour (such as 6am), and return every evening. (One reason women are not given jobs at the factory is because the location is viewed as too remote for women.)

While the ideas were received politely, it was pointed out that the way things are done now in Egypt is best for the family. Egyptians want to avoid the high divorce rates, crime and family problems that exist in the United States. Most of these social problems were attributed to the freedom and flexibility enjoyed by American women. The male mentioned how married women "suffer" when they work outside the home and are also responsible for taking care of the home and children. The female agreed, accepting the reasoning that this is "just the way things are done in Egypt."

Company C  
August 26, 1999

There are approximately 300 women and 200 men at this company. Several interviews are summarized here. We interviewed the male owner and General Manager (courtesy visit), the male General Manager of one of the five companies in the group, a male manager of the computer department, and the female office manager. The male managers gave us a tour of the headquarters and one factory and answered most of the questions on behalf of the female employees.

The office manager has been on her present job for one year and was previously an accountant for three years. Her hours are 8:00 am-4:00 pm which she finds convenient. She is 23 years old, not married but engaged. Her training has been informal and on-the-job. Others tell her how to do things and she took an English course on her own. There are no day care facilities on the premises and a health clinic is "five minutes" away.

We did not speak directly to the female laborers who were sorting okra, feeding the cleaning machines, and packaging various fruit juices and vegetables. We were told that there is a company bus that picks up laborers from a central point and that the laborers were not interested in more training. There is a cafeteria on the premises, but not near the factory. The top age of the female laborers is 26 years. The average length of stay is 4 - 5 years, there are health and other benefits for the employees and no worker is less than 15 years old.

Company D  
August 30, 1999

This company employs approximately 250 women and 100 men. The family company dehydrates onions, and other seasonal vegetables. In addition to the male General Manager, we interviewed the female factory supervisor of the female laborers responsible for sorting and packing the dried vegetables. Also, we spoke to three female secretaries, and six female laborers (in the presence of their female supervisor).

There are four shifts. Three shifts are for the drying process from 7am – 3 pm, 3 pm – 11 pm and 11 pm – 7 am. The shift for sorting, where most of the women work, is 8 am – 6 pm. The company offers convenient private bus transportation for employees from three pick-up points at 7:30 am. The women reported that they do not have to walk a long way to get to the bus. There are no married women laborers and subsequently no day care facilities. There is a health clinic on premises and we were told that a doctor comes to treat injured persons.

The minimum age for both male and female employees is 12, and the maximum age of the female laborers is 20. We were told that “young girls are better with sorting,” and that girls from villages marry early and leave the company on their own accord. The average length of employment of the female laborers is three years. All of the women worked full-time and were salaried. It was not clear whether they have benefits. It was reported that there are no holidays, no vacations, no leave and that Friday is the only day off. There is one one-hour break per shift.

The company employs approximately 35-50 seasonal laborers, who peel onions or other vegetables. These workers were the youngest employees, appearing to be much younger than 16 years. We were told that the youngest employees would return to school in September and would be replaced by older workers. Most of these young people were female. Their supervisor was male.

The female factory supervisor reported that she is involved in recruiting female laborers and would like to be included in management meetings. There is no opportunity for mobility within the factory, no promotions. One can earn additional pay for overtime and double pay for working holidays.

COMPANY E  
August 31, 1999

This company employs approximately 130 men and 90 women on a permanent basis. There are some 150 seasonal laborers who are 80% female and responsible for peeling onions. Most of the men are university-level educated. About 80% of the women finished primary school. About 20 % completed secondary school, and only four are reported to be illiterate. The men range in age from 19-30 and 60% are married. The women's ages range from 18-25 and only two are married. Some of the girls are 16 years old. Most of the laborers are from the surrounding villages.

There are two shifts – men work 7pm – 7am with a 1 ½ hour break and women 7 am – 6 pm with a 1 ½ hour break. There is no cafeteria on the premises and men and women eat separately. Employees generally work near the factory and walk or take public transportation to work. There are no company buses. On-the-job training is provided for approximately one week. Women generally remain at the company for 5 – 6 years, and the men stay for 15 years or more. There is no other training provided and no need for day care facilities, since there are so few married women. We were told that the company has a contract with a local clinic and that the company pays for medicine and other expenses related to injuries at work.

Penalties are imposed (such as reduced salary or suspension) for poor performance, and bonuses are given at the end of the season. Wages and salary are based on production and there is additional pay for overtime and holidays.

The women have begun an organization of approximately 15, who collect money each month for emergencies of its members. The money is used for sickness, marriages, deaths, etc.

The male General Manager appears to care about the interests of his female employees.

**Agriculture Led Export Businesses  
(ALEB)**

**SCOPE OF WORK – THE MITCHELL GROUP  
Gender Baseline Study – Year One**

**Background of Work** The Mitchell Group has been asked to provide a specialist in gender issues to carry out studies on the role of women in the food processing industry in Egypt, and provide guidance to the team on appropriately working within each task to promote women in the agribusiness sector to improve their status and income

An initial study will take place in the second trimester of the project to ascertain the constraints women face in the food processing and support industries (including participation in trade associations and other service entities)

**Desired Professional Qualifications** Minimum of 2 years hands-on experience in Egypt or an African country working on a USAID funded or related donor agency project. Should have understanding and working knowledge of existing donor projects in Egypt related to the issue of increasing the stature and income of women in the private sector. Candidate(s) must have excellent organizational skills and good inter-personal communication skills. Previous experience in program development,

**Education** A minimum of an advanced degree in International Relations, Political Science, Psychological Sciences or a related and applicable education is preferred. Proven hands-on experience in the Human Resources, Organizational Development or Program Development work areas can be substituted for a portion of the educational requirements.

**Language** The ideal candidate(s) would be fluent or proficient in both spoken and written Arabic and English languages, but at a minimum must be fluent in English and possess excellent verbal and writing skills. Since the French language is sometimes used as a second language in parts of Egypt, proficiency in French language would be a bonus. The candidate(s) must be comfortable utilizing business and socio-economic terminology, both in trade and in regulatory arenas, in at least one language.

**Computer Literacy** Excellent computer skills, including knowledge and experience with MS Office 97. Internet and proficiency in data processing and graphical presentation software.

**Duration of Assignment** Estimated duration for YEAR 1 PERIOD 2 is thirty-four (34) calendar days. Level of Effort is approximately fifty (29) person days for research, surveying and compilation, plus five (5) person days to design the survey instrument, analyze, summarize and complete reports. Based on findings and recommendation of The Mitchell Group, an additional ten (10) days may be allocated to develop a work plan and/or train task leaders and their counterparts in promoting and implementing utilization of women in the Egyptian agribusiness workplace. See the Reporting Requirements section for drop dead day on final reports or tasks related to this SOW.

**Work Activities** The Mitchell Group Gender Specialist will lead a team that includes members of the Task 3 team in particular, but may also include members from other Tasks. The Gender team will conduct a baseline study to analyze constraints on ownership management, and labor force issues and suggest means to address these concerns within the project. The Mitchell Group will manage this activity under the direction of the Task 3 Leader who will direct the study as the field manager. This baseline study will occur in Months 6 and 7, and will occur again in a corresponding period of each subsequent year during the contract lifespan.

This component of Task Three's section of work will be termed "Women in Agribusiness Technical Assistance". References to this specific task should communicate this terminology in order to ensure accurate reporting and recording for contract purposes.

At a minimum, the following are some of the issues that the team should attempt to address in their study. The study will serve as the baseline study against which to evaluate the extent of constraints on ownership, operation and the labor force which will also become the basis to develop strategies and action plans to address and begin to solve women's concerns. This strategy will be developed in conjunction with each task's workplan during preparation of the workplan in Year 1.

- The team will collect data using a baseline questionnaire and survey methodology
  - From government officials, information on current policies and recent changes on women's employment issues, available statistics, and issues,
  - From representatives of commissions or organizations working on women's status and employment issues, their perspectives on present social, legal, and economic conditions and possible mechanisms to bring about positive changes for women in the workplace, including any relevant data they may have collected,
  - Within factories individual and focus group interviews with owners, managers, and different categories of workers
- The Gender Specialist and Team will gather data on past and present employment of women, current policies and plans for personnel policy changes perspectives on the quality of men's and women's work and on the social dynamics of single sex and mixed work environments
- Within home and town environments, information on women's contributions to family enterprises or to household maintenance if working outside the home, interviews with community leaders, businesses, as well as educational and skills training centers to determine the value they place on women's work roles, how skills are learned, and the difficulties perceived by various groups

**Methodology** The subcontractor will determine the most efficient manner in which to accomplish the proposed work, but will, at a minimum elicit company information and specific questions to determine food processing sector constraints, participation or subscription to gender issues. In addition, the subcontractor will be guided by the attached Survey Instrument intended to correlate with previous survey instruments for the purposes of expanding or improving ALEB's existing database of companies by segment. The Survey Instrument, form GEN-TP-1-99, is formatted in MS Word utilizing tables. The size of the tables is easily adjusted in order to contain all of the information obtained.

**AGRICULTURAL EXPORT LED BUSINESS (ALEB)**

FORM GEN-TP-1-99

**Gender Interview (Telephone)**

Internal Document - Not for Distribution

<b>Date</b>		
<b>Company Name</b>		
<b>Address</b>		
<b>Contact Numbers</b>	Tel	Fax
	Cell	e-mail
<b>Legal Status</b>		
<b>No of Employees</b>		
<b>Interviewer(s)</b>		
<b>Interviewee(s)</b>	Name	Title

<b>1 Products Manufactured</b>		
<b>Item #</b>	<b>Item</b>	<b>Company Products (check)</b>
1	Frozen Vegetables and Fruits	
2	Dehydrated Fruits and Vegetables	
3	Fruits and Vegetable Juices and Concentrates	
4	Jams and Preserves	
5	Dairy Products	
6	Processed Meat/Fish Products	
7	Biscuits, Confectionery and Pastry Products	
8	Bagged, Canned and Glass (value added) packed vegetables pickled etc including tomato products	
9	Dry blends soup mixes bouillon dry sauce mixes and baby food	

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**Reporting** Reports will be tendered in English to the ALEB Team Leader of Task 3, Douglas Anderson, who will provide guidance and direction in performance of the work duties. Weekly progress reports are required and a draft written report with observations and recommendations will be submitted by 9 September 1999. A final report, including proposed workplan and any necessary training curricula is to be submitted not later than 17 September 1999.

Reports will be written in MS Word Arial font in an 11 pitch on A4 paper size, portrait format. No headers or footers shall be used. Use margins of 1" for top, bottom and right side and 1.25" for the left margin. DO NOT use the tab key to indent. Use the "Increase Indent" tool for indentation. Use solid bulleted points for bulieting. If a landscape format is used for hard copy reporting, use a page layout of 1" margin on the left, right and bottom borders and 1.25" on the top border. Submit hard copies backed up by electronic file.

Databases or collection of data should be tendered in electronic format in ACCESS program, using the same reporting guidelines as above. The database should allow for sorting or enquiry, at a minimum the following fields: Company Name, Product Category, Company Location and appropriate employee categories sufficient to sort and correlate employment, constraints and benefits by gender.

DAA

Revised 29 July 1999

**MEMO**

**To** Mr Lloyd Mitchell, President  
Mr Myron Golden  
**Of** The Mitchell Group  
**CC** Dennis Buda, COP  
**Fax Number**  
**Phone Number**  
**From** Douglas Anderson  
**No of Pages (incl cover)** 1 of 1  
**File** C (daa)/ALEB\_USAID/

**Subject** Consulting Services for ALEB Gender Study

Renee Yates, TMG gender consultant, will complete the first part of the baseline study on gender issues on the role of women in the food processing industry in Egypt on September 17, 1999. She will leave a draft final report with me on September 8 before her departure from Egypt and, following my review, complete the final document and send it to me electronically on September 17th.

As you are aware, this is the initial baseline study that will continue through the second year of the Project. Renee, under my supervision, has completed the tasks indicated below, related to the baseline gender study.

- 1 Familiarization with the ALEB project and the activities of Task 3, background literature review and introductory meetings with USAID officials, related USAID project activities, WID organizations and WID programs in Egypt. Nine persons were consulted during the first week of her stay in Egypt.
- 2 The second week was devoted to developing an appropriate research strategy, a survey questionnaire to collect baseline data, techniques for interviewing focus groups, and determining the food processing companies that would be contacted. It was agreed that she and an interpreter/translator would visit the same 15 companies where Team 3 had already conducted diagnostic analyses and is in the process of carrying out SWOT analyses. This approach facilitated the work by enabling her to use our existing contacts and documents. It also will make the integration of her final conclusions and recommendations into the TA and training provided by Team 3 easier at the end of the project.
- 3 The next week and a half were spent making trips to five of the 15 companies to test the baseline data questionnaire and "focus group" interview techniques. In each case, it was necessary to visit both the headquarters of the companies where the administration is located, and the factories, where many of the women are working. Four out-of-town trips were necessary to reach the appropriate persons at these companies (two trips to Alexandria, one trip to El Neanaiea, one to Sadat City). Logistics and coordination of meetings here in Egypt can be difficult and it was not possible to contact more than the five companies during this initial phase. Renee was able, however, to test her research instrument and interviewing approach at these five companies. The questionnaire has been revised once and there may be additional changes as she refines her techniques.
- 4 The remaining days were spent preparing the draft final report, which is due on September 9<sup>th</sup>, and the final report due to USAID on September 18<sup>th</sup>, 1999, and a work plan for the continuation of the baseline study.

This initial study has required 34 person days of her service, which she will bill to your subcontract. In addition, 18 person days of consulting services from Ms. Amal Nawar, an Egyptian translator,

interpreter and research assistant @ \$60/day were required to complete this portion of the baseline study. Abt would like to continue the consulting services of Ms. Yates and proposes the following schedule, based on her availability and the needs of the Project.

Renee is available to return to Egypt December 18, 1999 to January 7, 2000 to complete the baseline study of the 15 companies. During this time she will survey the remaining 10 food processing companies, and conduct focus interviews with company managers and female factory laborers. She will also complete a quantitative and qualitative analysis of the 15 companies, identify training and technical assistance options and suggest ways to tailor the Task 3 training modules to the specific gender needs of each company. To the extent that time allows, she will begin survey work for 75 additional companies that will be added to the Project during Phase II.

In order to make the best use of Renee's limited time in December and January, certain preparatory research, data collection, and follow-up are necessary during the months of September, October, November and December. These consulting services are expected to require 52 person days of Arabic translation and research follow-up, which will be provided by Ms. Amal Nawar, who will be supervised by me and will stay in touch with Renee in Washington by email and fax. The **52 days for Ms. Nawar** include three days a week during September, October, November and December, and six days a week, starting when Renee returns to Egypt. Ms. Nawar's daily rate is \$60. Her translation and research services would be part of the WID baseline study and billed to your subcontract along with **an additional 24 days** (two days in October, November and December in Washington, and 18 days in Egypt in December and January) **for Renee's services**. (A Scope of Work for Ms. Nawar is attached under separate cover.)

Kindly confirm your acceptance of this proposal by e-mail and copy Dennis Buda and Renee Yayas in all correspondence.

Thank you & Regards,  
Douglas A. Anderson

**Translator and WID Research Assistant  
ALEB Gender Study**

**Assignment Task 3**

**Consultant Amal Nawar**

**Level of Effort, Including Draft and Final Reports 52 person days**

**Background and Justification**

The USAID-financed ALEB project is carrying out studies on the role of women in the food processing industry in Egypt. The initial study began in August 1999, and is expected to continue for two years. The study involves extensive interaction with a number of Egyptian food processing companies, trade associations, and other service entities. A research strategy and survey questionnaire were developed and tested during the initial phase of the baseline study. Five Egyptian processing companies were consulted in August and September. Data collection and related follow-up WID research will be required for 85 additional processing companies as part of this study. ALEB's gender consultant is American and cannot read, speak or understand the Arabic language. She therefore will require the on-going services of an Arabic translator, interpreter and research assistant to facilitate the work on this study.

**Duration of Assignment**

The estimated duration of this assignment is 52 person days. This will include three days a week from September 20 to December 17, 1999. Starting December 20, 1999, the translator will work six days a week through January 6, 2000.

**Work Activities**

- 1 Collect missing data on questionnaire for five companies visited in August. Be sure to collect salary and wage data, as well as missing data on males \*
- 2 Review and provide written comments on draft final report prepared by ALEB gender consultant \*
- 3 Translate revised gender questionnaire and prepare Letter of Introduction (put on correct addresses for additional 10 processing companies)
- 4 Distribute Arabic letters and Arabic questionnaires to 10 companies by fax, mail or courier
- 5 Follow-up to confirm that questionnaires have been received and collect as much questionnaire data by telephone as possible, especially data on salaries and wages
- 6 Work with Dr. Minal Karim, ALEB staff, to schedule meetings at headquarters and factories for ALEB Gender consultant, Renee Yates, starting December 20- January 4, 2000
- 7 Fax or email completed questionnaires and appointment schedules to Renee in Washington (email: ReneeYates@aol.com, Fax: 202-723-5012) as soon as they are available

- 8 Prepare list only of Egyptian and expatriate training institutions that may be capable of providing gender awareness or other relevant training for food procession companies (Seek Doug Anderson's guidance before beginning this task )
  - 9 Prepare Letters of Introduction for 75 companies to be visited during Phase II
  - 10 Distribute Arabic letters and Arabic questionnaire to additional 75 companies
  - 11 Confirm receipt of letters and questionnaires
  - 12 Follow-up to collect as much questionnaire data as possible on the 75 companies
- \* These two tasks are included under Ms Nawar's current contract, which goes through September 17, 1999, with seven days remaining

	<b>Deliverables</b>	<b>Due Date</b>
Tasks 1, 2		September 14, 1999
Task 3		September 17, 1999
Tasks 4, 5		September 30, 1999
Tasks 5,6,7		October 28, 1999
Task 8		November 11, 1999
Tasks 9,10,11		December 2, 1999
Task 12		December 16, 1999

The WID translator/research assistant will report to Mr Douglas Anderson, ALEB Task 3 Team leader Mr Anderson will also supervise all work activities The translator/research assistant will consult the ALEB gender consultant directly by fax or email on minor issues related to these activities She will report to and provide written progress reports to Mr Anderson and to Ms Yates on the due dates indicated above

[Click here and type return address and phone and fax numbers]

**The Mitchell Group**

# Fax

**To** Mr Douglas Anderson

**From** Renee H Yates

**Fax:** 011-202-348-0729/28

**Pages** 62 pages, including this page

**Phone** 011-202-1445

**Date 09** 09/16/99

**Re** Final WID Study Part I

**CC** [Click here and type name]

**Urgent**     **For Review**     **Please Comment**     **Please Reply**     **Please Recycle**

● **Comments** Doug Here is your final report as promised The document has also been emailed to you Renee

BR