

# Involving Women in Outgrower Schemes

Cathy Rozel Farnworth, Ambra Gallina

## Table of Contents

Introduction: Why is it important to involve women and youth in outgrower schemes? .....	1
Avoiding Harm on Outgrower Schemes .....	3
Building on Opportunities .....	4
Topic 1: Contributing to national policy on inclusive outgrower schemes .....	6
Topic 2: Promoting gender equality in the governance of outgrower schemes.....	7
Topic 3: Increasing women farmer and youth membership of outgrower schemes.....	10
Topic 5: Involving youth .....	17
Topic 6: Inclusive training and capacity development .....	19
Topic 7: Safeguarding health, food and nutrition security.....	21
Topic 8: Improving gender equality for workers .....	23
Topic 9: Supporting men to support women .....	25
Topic 10: Monitoring and evaluation for outgrower schemes.....	26
References.....	27
Further Reading.....	29
Acknowledgements .....	29

## Introduction: Why is it important to involve women and youth in outgrower schemes?

Involving women and youth (defined here as young adults above the age of 16) in outgrower schemes can result in win-wins through increasing employment, generating and keeping income for use on everyone's needs at home, and improving the access of women and young people to productive assets. Conversely, gender blindness or biases in design that fail to reflect local gendered biases in production and benefit distribution may create outgrower schemes that are plagued by low productivity and weak development outcomes.

Outgrower schemes are arrangements through which a company ensures its supply of agricultural products by contracting individual farmers, or farmers organized into producer groups, to produce crops for sale to that company. Ideally, these are 'win-win' agreements. Buyers improve their control over crop supply, work within a predictable price range, and ensure improved crop quality standards. Smallholder farmers benefit from secure markets and obtain training and investment support from the outgrower company. Outgrowers are linked to company-operated processing and distribution plants. Outgrower companies sometimes hold a nucleus estate upon which the crop is grown as well. The nucleus estate model generates wage work at various stages of production and processing.

Some outgrower schemes focus on livestock, including poultry. However, this Technical Note (TN) discusses outgrower schemes focusing on crops. Whilst a number of observations and recommendations apply to both, additional considerations may apply to livestock-based outgrower schemes.



© Farnworth. Model farmer from a rice scheme in Malawi.

Furthermore, the gender equality outcomes of contract farming partly depend on pre-existing intra-household dynamics. Geographic differences matter. Although outgrower schemes are generally targeted at men and provide men with more benefits, women from more collaborative households typically obtain greater benefits. Whilst many of our case studies come from societies where discussion processes in households are fairly weak, an FAO case study (Leonard et al., 2015) conducted in the Philippines shows that when household decision-making is strongly collaborative, women benefit more.

This TN focuses primarily on recommendations for outgrower schemes working with smallholder farmers. However, given the importance of nucleus estates to some of these schemes, the TN provides some suggestions for improving the working conditions of women on nucleus estates. The TN focuses primarily on measures for including women, but since the farming of the future relies on motivating young women and men to stay in the sector, a number of recommendations specifically address youth. All recommendations are taken from genuine case studies, mostly from sub-Saharan Africa with a few from Asia. Given the geographic diversity, the

recommendations should be considered as a menu of options. Companies can select, mix, and adapt recommendations to create their own blend, confident in the knowledge that these recommendations have succeeded elsewhere. The literature list appended to the TN provides some of the sources and further ideas.

Readers may like to skip the rest of the introduction (below) to move straight to recommendations. The remainder of the introduction discusses evidence that gender biases in outgrower schemes can cause harm, and it suggests ways to build on good practice.

## Avoiding Harm on Outgrower Schemes

Outgrower schemes have been described as an inclusive business model providing smallholder farmers with an effective pathway to commercial agricultural value chains whilst retaining ownership of their land assets (Cotula and Leonard, 2010). However, there is substantial evidence that some outgrower schemes deepen social, youth and gender differentiation, can lead to exclusion, and can create exploitative contract relations that hamper wealth accumulation among outgrowers (Hall *et al.*, 2017). Interlinked, mutually reinforcing factors such as weak policy environments, gender-blind terms of engagement, and pre-existing local gender inequalities mean that women, and youth, can find it harder than adult men to benefit from outgrower schemes. For instance, a sugar-cane outgrower scheme, Magobbo in Zambia, radically changed agrarian relations. Outgrowers ceded their land to an estate in return for receiving a dividend as land owners – a form of ‘shareholder’ outgrowing. Since only men were designated shareholders, inequitable household relations meant that men, rather than the whole household, typically benefited from the income generated from sugar (Rocca 2016; Hall *et al.*, 2017).

A World Bank/UNCTAD study examined 24 large-scale schemes and found that only 1.5% of outgrower contracts were signed with women and that women were over-represented in the poorest paid and most insecure jobs (Mirza *et al.*, 2014). These findings are important because the farmer signatory of the outgrower contract usually obtains services provided by the company such as training, pre-financing, and inputs as well as payment for crop sales. There are a number of implications when women do not receive these services. First, one cannot assume that payments made to male members are redistributed according to need in the household. Women, although typically responsible for food security and nutrition, may not receive enough money from their spouse to ensure they can actually achieve their responsibilities. Furthermore, capacity development gaps between women and men (and adults and young adults in the same household) may widen if only one household member is trained (*ibid.*). In turn, this may have knock-on effects for the long-term viability of the smallholder farm, since women and young people also work on the farm, and because men do not necessarily share what they have learned (Manfre *et al.*, 2013). A case study in coffee in Uganda shows that women carry out around 70% of the work in coffee production yet are rarely members of outgrower schemes. However, when women are not trained in good agronomic practices, they may pick unripe cherries or improperly store coffee so that it is damaged by damp conditions and pests. Poor quality coffee, stealing of coffee among household members, and increased violence within the household, particularly at coffee marketing time, are some of the consequences (Hivos *et al.* 2014).

Indeed, studies show that tensions often emerge around payments made to men for work carried out by women, and that there can be conflict between contractual requirements to allocate land to crops for sale to the outgrower scheme and the need to set aside sufficient land for household food and nutrition requirements. Appropriation of women-managed plots by men, especially where 'women's crops' have become more profitable

under an outgrower scheme, is widely documented (Schneider and Gugerty, 2010).

Women's involvement may be patchy and restricted to low investment sectors, meaning products that require fewer inputs and resources (and lower profits). In the Multiflower outgrower scheme in Tanzania, women comprise 20% of outgrowers in the flower seed scheme but only 5% in the vegetable seed scheme. This is because vegetable seed production is a high input crop, which requires irrigation as well as considerable investment in fertilizers and pesticides. The land requirement for growing vegetable seeds is also restrictive for women, as different varieties have to be grown at set distances and thus require a greater land area. Most outgrowers have to rent additional land in order to participate. This group of vegetable outgrowers comprises mostly wealthier male farmers (Daley & Park, 2012).

Wage employment opportunities, for example on nucleus estates and in processing, generally diverge for women and men. Socially determined gender roles influence employment patterns. Women workers are typically concentrated in highly specific, seasonal activities. These are often considered lighter or safer, or as requiring precision and care (Dancer and Tsikata 2015). For example, the International Tamale Fruit Company (ITFC) in Ghana employs men and women on its nucleus estate, but more women than men are employed as casual workers. Although women occupy around 40% of waged jobs in the company their work is generally less well remunerated and less secure than men's work. Women are also under-represented in managerial and supervisory roles (King and Bugri, 2013). In many countries, young women and men are leaving because they lack access to land and other assets like credit, experience weak decision-making power, and may earn little or no income from their work on the family farm. Parents may see no future for their children in farming and encourage them to pursue other work (Hivos *et al.*, 2014).

## Building on Opportunities

Well designed outgrower schemes can offer women important opportunities because they can help them overcome gender-based constraints and broader imperfections in output and input supply markets. Women contracted by a horticulture export scheme in Zimbabwe strongly value secure market access, the crop collection service, and availability of credit for inputs. In this case approximately 60% of the schemes contracted women farming on communal land to which they had customary rights; this in turn strengthened those rights (Masakure and Henson, 2005).

Opportunities for women to become outgrowers in their own rights are particularly effective in cases where traditional women's crops are targeted (Hakizimana *et al.*, 2017).



© Farnworth. Male worker in rice mill, Malawi.



In general, women-dominated schemes are found when contract farming is not too labor-intensive, crops can be grown on a small parcel and can be combined with other livelihoods activities - especially food crop farming. In Kenya, for instance, an outgrower scheme for French beans production is women-dominated because the agreements are relatively informal and based on trust. This means that there is no penalty for side-selling and that the women can combine their work with other activities. The land required for growing French beans is of a small size (below 0.5 ha) and the requirement in terms of investment capital are minimal (Hakizimana *et al.*, 2017). This study suggests that until trust is established and women feel that livelihoods can be successfully secured through contract farming, many women prefer to combine outgrower work with other income generation activities.

In Tanzania, women's participation generally varies by crop and is stipulated in the contracts of some outgrower companies. For instance, some companies stipulate that women's participation should be around 30% to 40%, with higher participation - up to 80% - stipulated for crops like sunflower and pulses. Inclusion means that women farmers have access to inputs, training and marketing. It does not necessarily mean, though, that the company supports producer organizations holding the outgrower contract to promote women in leadership. Interestingly, in some rice schemes in Tanzania women were assisted to form women-only producer groups. Their performance outstripped men dominated producer groups (pers. comm Musoma Foods Ltd).

The existing landholding system – whether women are more or less disadvantaged in access to land – also influences women's opportunities to participate in contract farming. For instance, under a sugar cane contract farming scheme – again in Tanzania – the fact that village governments have historically adopted gender-equitable allocation of plots to men and women is a key driving factor for the high participation of women in contract farming (Dancer and Sulle, 2015).

Some agro-export sectors, such as the horticulture and floriculture industry, provide important job opportunities for women workers. It is estimated that women represent around 75-80% of the workforce in the floriculture industry (Christian *et al.*, 2013). Although a number of studies have shown that women workers in the agro-export are often segregated in seasonal and low-paid jobs (e.g. Dolan and Sutherland 2002; Barrientos, Dolan and Talontire 2003; Dolan 2004), these investments also help to create wage employment opportunities for poorer and more vulnerable women. A study carried out in Senegal showed that female employment in the horticulture industry has contributed to improving the wellbeing of poor women by enabling them to achieve higher income levels and improved living standards. This is an improvement because prior to the scheme almost no local employment opportunities were available for women and youth. The study recommends, however, that further progress in developing decent employment conditions - better, longer-term contracts and higher wages, for example - must be made to secure these benefits over the long-term (Van den Broeck and Maertens, 2017).

The feminization of agriculture due to male outmigration or men engaging in off-farm enterprises is a global phenomenon, occurring in many countries, and a reality with which many outgrower companies must engage. In some cases, feminization refers primarily to the fact that women increasingly perform almost all agricultural tasks and thus require direct support and training. In other cases, women make key farming decisions (Gartuala *et al.*, 2010). Consultation with men or the extended family may be a necessity, or tokenistic. Often, women-headed households are innovative because women may be free to make their own decisions, or because necessity demands creativity. Whether feminization is primarily managerial or labor-led, working with the female face of farming is a must.

## Topic 1: Contributing to national policy on inclusive outgrower schemes

This TN focuses primarily on how outgrower schemes working with smallholders can improve gender equity in their work. However, governments help to provide an enabling environment and in some countries, discussions between governments and representatives of outgrower companies are ongoing. The TN thus provides some tips for such discussion processes. For instance, when screening investment proposals, governments can:

- Expect provisions for equal opportunities and treatment of women and men workers on nucleus estates, including observing the law with respect to the minimum wage, child labour, land laws, gender equality, and other provisions.
- Ensure that the crops selected and the business model developed help to support government policies in terms of working towards gender equality, improving women's rights with regard to land tenure, and strengthening food security and healthy nutrition.

### Tips

#### 1. Participation in multi-stakeholder national dialogue processes

Stakeholders, including donors, civil society and governments, can encourage participation by producer organizations, and women's organizations specifically, in national dialogue processes around agri-business investments. This may include discussion on proposed land laws, legal definitions of cooperatives and associations, contract farming strategy development, and women's rights. Women and youth (both male and female) representatives should be engaged in these processes.

#### 2. Strengthen gender-responsiveness of traditional authorities at community level

In locations where traditional authorities have important decision-making power, it is useful to work with them constructively to build on existing positive mechanisms, and to develop new mechanisms, to promote gender and youth equality in decision-making structures, and in relation to assets managed through customary law. Work closely with existing civil society organizations on this, such as Landnet, women's groups, and with men's groups supporting women's empowerment.

#### Case Study: National Association of Smallholder Farmers in Malawi (NASFAM)

NASFAM is the largest independent smallholder-owned membership organization in Malawi. It develops contractual outgrower arrangements with its membership. NASFAM's policy and advocacy actions are guided by its Policy Platform. Inputs are solicited through national consultations with members and through commissioning research studies. Issues raised by farmers are grouped into four pillars: access to markets; agricultural commercialization; access to financial services; and infrastructure development. Findings are used to develop policy position papers/briefs that are used for advocacy and lobbying initiatives. Elected women and men farmer representatives have the opportunity to interface directly with policy makers.

## Topic 2: Promoting gender equality in the governance of outgrower schemes

Take steps to promote gender equality in governance, including increasing women's participation in the leadership of contracted producer organizations. In some countries and sectors, companies may be unfamiliar with gender terminology, or the business case for gender. Capacity development may be necessary before moving forward with the tips below.

### Tips

#### 1. Creating outgrower company strategies for gender equality and diversity

The company can:

- **Commit to gender equality in the mission statement.** As part of this, it may be necessary to help develop the capacity of outgrower companies on gender issues before supporting them in how to apply gender equality in practice.
- **Produce a company organizational plan** to achieve this with measureable time-bound targets (numbers of women in board positions and management), responsibilities, timetable for actions and monitoring procedures. Appoint a board member to champion the initiative because explicit and open support from high-level staff is very important, appoint a team or an individual to steer the process, and include progress towards gender objectives as an organizational performance indicator, with regular, time-bound reporting from nominated staff.
- **Conduct gender baseline and analysis**, including on gender roles and responsibilities and on agronomic indicators including productivity and crop management strategies. Develop gendered strategies and indicators from these, for instance, for staff capacity development.
- **Create a gender and youth inclusive permanent dialogue mechanism** to enhance trust between parties and ensure that both women and youth are able to address their needs and constraints vis-à-vis the company. This will allow women and youth to be included in reviews and renegotiation of contracts from time to time to reflect changing circumstances, respond to unexpected outcomes, and build on changing understandings of contract farming as the impacts become clearer.

#### 2. Negotiating the terms of agreements

Agreements may be formal or informal, in verbal or written form; stipulated with a producer organizations or with the individual farmers. The length of the contract also can vary from seasonal to long-term agreements. In some cases, outgrower companies sign a long-term Memorandum of Understanding (MoU) with a producer organization to establish a business relationship. The MoU is then followed by a seasonal farming contract, which is renewable every season.

Regardless of the form adopted to conclude an agreement, the most important aspect is that roles and responsibilities of both parties are agreed upon in advance, transparent pricing mechanisms are set and that farmers, especially women, are able to effectively reap the benefits. It is also important to design accessible and

mutually recognized dispute settlement mechanisms. When a third party, such as an NGO, is providing support to partnership building, it is important to make sure that it is gender-sensitive.

When contracts are in written form, this should be provided in clear, easy to understand language and translated into locally spoken languages. They should be provided to individual women and men outgrowers, as well as producer organization committees. Producer organizations must have sufficient time to review and discuss documents with their membership before signing them. It is good practice to have a meeting with potential outgrowers and producer organizations to discuss key sections when the document is first introduced. The ultimate aim should be to work towards equal outcomes for men and women and for the inclusion of young women and men. Securing the support of top management in this is important. Contracts may explicitly state, for instance:

- XX percentage quota of the participants in training courses, and recipients of inputs, must be women.
- In producer organizations, women must make up at least XX% of the members and XX% of the board. Youth should have representatives on all committees. Young women should be encouraged to stand and provided with adequate support. Over time, the percentage of women in the membership and board are expected to increase to XX and XX respectively.

### **3. Facilitating producer organizations to support women members**

- In cases where women are not yet represented in producer organization governance structures, time must be taken to consult and include women's representatives in contract negotiations where high-level decisions are made.
- Producer groups may require assistance from a legal expert with gender expertise in negotiation processes.
- When sourcing from producer organizations rather than individual contract farmers, encourage and support these groups to review their membership criteria and make necessary changes to improve women's access to membership. Include a stipulation that producer groups must improve membership criteria and gender balance as a contractual condition. Incentives could include bonuses or other financial incentives to organizations that take proactive measures to encourage women's membership and active participation in discussions.
- In cases of male-dominated POs, companies can request the involvement of the spouses of male outgrowers in consultation and negotiation processes.

### **4. Helping producer organizations develop strategies for gender equality and diversity**

- Producer organizations should develop mission statements and organizational plans to strengthen their work on gender inclusion
- Establish or encourage quotas for women and youth representation at every management level from the bottom to the top. For instance, develop a feasible and realistic quota system whereby older men, older women, young women and young men are included in every committee and on the board. Quotas for women and youth representation can be increased over time as their capacity, and as broader acceptance of women's and youth leadership, increases.



- Maximize the benefits from women and youth membership by strengthening their participation. Women and youth must be encouraged to express their views and ask questions in meetings. In some cultures, this may be challenging. One way of encouraging women is to set aside specific times in meetings for women to talk. Another way is for women to form their own committee and/or platforms allowing them to meet together, separately, to form opinions on key topics before joining the main meeting. They can ask a spokeswoman to talk on their behalf.
- Provide support for women in leadership and management. Since men in many societies have taken leadership positions for many years, it can be difficult for women to consider applying for such positions. Even when they are elected, it can be hard for such women to explain their opinions effectively. Men may also find it difficult to respect women's views. At the lowest tiers, farmers may resent women representing them. Women need leadership and participation training, and men need support in accepting women as leaders.
- Donor, government and producer organizations can support the gender and social equity of outgrower schemes by working to embed gender equality into household level and producer organization planning tools through the adoption of Household Methodologies (HHM). Some HHM, such as Gender Action Learning Systems (GALS), can be used to help individual households, and also producer organizations, to set a vision, consider their opportunities and constraints, develop a time-bound action plan, and appropriate indicators for achievement. A consideration of how gender influences constraints and opportunities is built into these tools and often allow producer groups to understand for the first time the costs that gender inequality may pose to their business and livelihood strategies.

## Case Studies

### **Case Study: Developing Women-friendly Land Agreements and Participation - Finlays Tea in Kenya**

Finlays Tea was supported by the Food Retail Industry Challenge Fund to strengthen work on gender in tea producer cooperatives in Kenya. Membership eligibility is based on the grower having access to land where they control the produce rather than formal land title. This allows women to join. If the husband is not a farmer, then women are automatically enrolled as members. Furthermore, quotas are set at all management levels. For example, each buying center must elect one older man and one younger man, one older woman and one younger woman on the committee.

### Topic 3: Increasing women farmer and youth membership of outgrower schemes

The membership of women and youth as own-account members in outgrower schemes is usually very low, even though they may conduct much of the work on family farms and as hired laborers. In some cases, a single contract is issued to a Farmer Business Organization (FBO) or the Producer Organizations (PO), whereby leaders of the organization sign on behalf of all the members. In this case a list of all members is attached as an appendix to the contract. The information provided includes the names of the members, acreage utilized to grow the respective crop, estimated yields to be obtained, estimated quantity to be delivered under the stipulated contract terms, phone contacts (for those with any), and signatures. If each household member is responsible for their own production then their names will appear separately, otherwise one name will represent the whole household. In the latter case, women may be excluded from own account membership if men are taken to represent the household.



© Farnworth. Women members of a farmer organization in Malawi

#### Tips

##### 1. Eligibility criteria

- Provided women can demonstrate that they have been assigned land to grow produce and that they conduct crop sales, they should be allowed to become contracted members in the scheme. Multiple membership in households can be encouraged wherever possible. In some cases, women and men may elect to join different producer organizations and this can be encouraged.

- Further women-friendly criteria include asking applicants to demonstrate a strong interest in participating in the scheme and to show that they have experience in livestock and crop production. Given that women often manage smaller plots than men do it may be hard for them to offer minimum crop volumes. Alternative measures to help women bulk crops by partnering with their spouse, other women, through membership of a producer group, using a bulking hub, *etc.* should be developed. An intermediate actor responsible for bulking the product might be needed.
- Investing in typical women-managed crops helps promote women's involvement. Develop mechanisms to make sure they retain control over the crop and proceeds (see below).

## 2. Communications and recruitment

- Pro-actively recruit women members.
- Organize an information campaign targeting both women and men. Women as well as men should be informed about the opportunities offered by the scheme and the conditions and requirement to join. It should be made clear that women as well as men can join the same, or different, producer group as their spouse. If outreach about the outgrower scheme is being conducted through existing producer groups encourage them to spread the same message. Use women staff and existing women members to recruit new women members to both the outgrower schemes and to the producer group.

## 3. Contracting

Issue contracts to more than one household member. In many households, particularly in sub-Saharan Africa, women and men farm their own plots and manage production and sales independently, or semi-independently, of each other. Registering all the household land under the husband's name risks depriving women of income from plots they manage. Married women often prefer to be contracted as independent outgrowers because this allows them to plan their finances, access loans independently and avoid arguments with spouses over payments. This is also the case in polygamous marriages where women usually manage their own plots. In many communities, women headed households form a large percentage of the population. Outgrower companies should:

- Provide separate contracts for household members who meet the criteria and wish to join.
- Issue separate, unique identifying numbers to women and men members if identity cards do not exist. This allows gendered data to be collated and tracked on productivity over time, quality shortcomings to be identified, *etc.* thus allowing mitigating measures to be developed.
- If the husband is not a farmer then the project should insist the woman is registered as a member.
- In cases where households insist on a single contract, then both the husband and wife should be signatories.
- Women-headed households should be targeted and registered as own account farmers.

- If you are working through existing producer groups encourage and support them to register members independently. In some cases, women and men in the same household may prefer to join different producer organizations.

#### **4. Payments**

- Pay women and men separately, ideally electronically, directly into their own bank accounts (or mobile money to their individual phones).
- Ensure both husband and wife are aware of their proceed amount. If the payment is through bank account, then both are given copies of deposit slips...or if the payment is in cash, both must be present during the payment process.
- Advance payments are important to help households, particularly women, to meet their everyday needs including food, health care, and school fees. This will also reduce side-selling. Advance payments should be offered to households with low production volumes as well as more productive households.

#### **5. Information transparency**

It is important to promote information transparency around expected production volumes and payments on an on-going basis to all household members. Women and other household members have the right to sales information around crops they have helped to grow (particularly when the contract is signed with a man). Correct information will help to improve women's bargaining position in intra-household decision-making. Agreement to income transparency can be built into contractual arrangements.

- Share individual expected household production volumes and the agreed price per sack (unit of measure) openly at producer group meetings.
- Ask / encourage women to sit in when their husband signs a production contract.

#### **6. Specific support to women-headed households**

Women-headed households comprise a large percentage of households in many communities (this definition encompasses single women, widows, women who receive remittances, women who are the lead decision-maker in the household on farming, and other variations). In some situations women heads of household can be important innovators either due to necessity - in order to survive - or due to other characteristics such as curiosity, and eagerness to try out innovations (see the GENNOVATE research project). Women household heads require specific targeting and support to develop their knowledge and to enable them to participate effectively in outgrower schemes because structural inequalities may mean they have fewer productive resources of all kinds to draw on. They are likely to require training in improved production and harvesting practices, assistance with improving their access to land, including to rental markets, to financing, to agricultural tools and mechanization - because labor is a key constraint, and to value chain development initiatives.

## 7. Promote women and youth as role models

Develop women as role models, including wives in male-headed households, women-headed households, and young women and men, for example by training them to become lead farmers with demonstration plots.

### Case Studies

#### **Case Study: Women lead farmers under the ADVANCE programme in Ghana**

Agricultural Development and Value Chain Enhancement (ADVANCE) is an USAID-funded programme by ACDI/VOCA. It is targeted at 100,000 farmers, 40% of whom are women. The project has adopted and implemented a comprehensive gender strategy, which aims at promoting women's leadership and building their capacity as out growers. Female leadership is supported by providing women with the opportunity to be lead farmers, thus run demonstration farms, and act as role models in their community. The programme also seeks to expand women's business networks, as they usually have a very limited relationship with buyers and other business actors

Source: ACDI –VOCA, 2013.

#### **Case Study: Issuing separate contracts to women and men from the same household under Multiflower Ltd, Tanzania**

Multiflower Ltd prefers to have contracts with women "because they are doing the job of farming". Women currently represent about 30% of outgrowers. Men are supportive of their wives getting separate contracts because they argue this maximizes family income and expands opportunities to access resources and other benefits, such as emergency loans and cash advances. In polygamous marriages, it is common practice for each wife to get a plot of land that she can farm; thus, these women were more likely to be contracted independently as outgrowers with Multiflower. The company also prefer to issue separate contracts to avoid confusion on who should get the payment. Women report greater respect within the household after they signed a separate contract.

Source: Daley and Park, 2012.



#### Topic 4: Strengthening women farmer's access to and control over productive assets

Since women generally do not have equal access to productive resources, building in measures to strengthen access and control is important.

##### Tips

#### 1. Promote women's access to land

Access to, and control over, land is a typical requirement for entering outgrower arrangements.

- To encourage men to allocate wives' plots for growing the target crop the outgrower company can highlight the benefits to the household as a whole. These include, when both women and men in a household are members literally doubling access to pre-financing, inputs, training and credit. Further benefits include helping women to meet their roles and responsibilities in the family.
- In cases in which a nucleus farm redistribute land to farmers for starting an outgrower scheme, clear targets for women should be included.
- Engage with Traditional Authorities to make communal land available to women so that they can join the outgrower scheme.

#### 2. Promote women's long-term land rights

- Promote joint titles between women and men
- Work with Traditional Authorities to promote security of access for women as well as women's greater participation in land-related decision-making bodies.

#### 3. Create succession clauses

Succession arrangements are often built into outgrower schemes. A succession clause that allows the holder of the outgrower contract to nominate a family member in case of death or illness can promote women's participation, particularly in areas with high rates of HIV/AIDS.

#### 4. Promote women's access to farm equipment

Women members often lack good access to tools and equipment such as ploughs, sprayers, etc. Leasing arrangements can be offered through a local NGO or through expanding the remit of a women's or youth group to offer services.

#### 5. Promote women's and youth's ability to invest

Ensure that entry and guarantee requirements for credit schemes are women-friendly. Sometimes credit schemes require a male relative or head of household to approve a loan. This can discourage or prevent women from accessing credit. Women must be able to sign credit agreements themselves.



© Farnworth. *Women in Coffee (WIC, Malawi)*  
member with her son and the house she has  
constructed with WIC monies

Many women smallholders cannot demonstrate formal ownership of land or other large assets that are typically requested as collateral. In such cases, providing inputs - for instance - upfront with repayments deducted from sales income is a common strategy. However, women often reject such conditions due to their urgent need for capital to meet essential current household needs, which leads them to draw down the full sales income. Advance payments and other mechanisms help to alleviate financial stress and should be considered for smaller as well as larger outgrower members.

Allow women and youth to offer their own assets, such as jewelry or household utensils, (or furniture, electronic goods) as collateral if this is acceptable to the lender. Group guarantee schemes offer another alternative to collateral requirements, although they can exclude poorer women and youth. The offtaker in a contractual farming arrangement can also provide the guarantee mechanism to credit providers.

When larger items are purchased, such as a plough, allow the item itself to be the collateral.

#### Other key points:

- Allow women and youth more time to raise share capital.
- Longer pay back periods for loans for the purchase of inputs, and machinery, according to eligibility criteria agreed by members. In the case of machinery, the item itself should form the collateral.
- Lower interest rates for women and youth members.
- Allow a certain percentage of loan to be repaid in kind (e.g. seed)
- Provide women and youth with training on how to manage and invest money.

## Case Studies

### Case Study: Promoting women's access to land for oil palm production in Uganda

For the IFAD-supported Vegetable Oil Development Project (VODP) land ownership is a key membership eligibility criterion for joining the contract farming scheme. The project has promoted women's land rights in several ways. The most important was to set a gender-sensitive quota for the allocation of land to outgrowers. Some of the land that was purchased by the private company for their nucleus estate could not in fact be used as it was too dispersed. This land was allocated to 460 poorer farmers (250 are women -54%).

Source: Masaba *et al.*, 2014

### Case Study: Succession Clauses in KAKSOL, Zambia

Under a sugar cane out-grower scheme in Zambia (KASKOL) the Cane Farmer Agreement, which is signed by the farmer entering the scheme, provides a succession clause that allows out-grower farmers to nominate a family member to succeed them in the event of their death or infirmity. The next of kin (surviving spouse, child or other family member) undergoes probation for a period of one to two years before their continued participation can be approved by KASKOL. This has determined an increase over the years in the number of female farmers joining the scheme. Today, 43 of the 160 farmers, representing 27 percent, are women. Management saw this clause as critical to making the venture sustainable due to the high incidence of HIV/AIDS.

Source: Wonani *et al.*, 2013

### Case Study: Working with Traditional Authorities to Acquire Land for Women in Ghana.

Under the DFID funded Market Development for Northern Ghana, individual partner aggregators working with women outgrowers are using various innovative ways of getting women access to productive land and ensuring long tenure security. For example, through negotiations with chiefs and landowners, they are acquiring blocks of land to distribute to women. Similarly, under the International Tamale Fruit Company (ITFC), traditional authorities in some communities have made land available to women to join a mango production scheme.

Sources: King and Bugri, 2013; Bishop-Sambrook, 2017

## Topic 5: Involving youth

Supporting young people to consider a future in farming is a political and economic priority by governments and the agribusiness sector worldwide. Effective support involves recognizing that young women and men are not ‘adults in miniature’. They have different rights and responsibilities in their own societies than older women and men, and these rights and responsibilities typically differ strongly between young women and young men. The global Gennovate study (2017) found that young people observe their farming and other opportunities as highly dependent on their parents’ support, and they describe farming roles as more gender-differentiated than adults do. Young women and young men consistently report that they experience subordinate status in relation to their parents and explain how this constrains their power and freedom to make decisions of their own. Young wives speak of subordination to in-laws or husbands, whilst young husbands reflect on their newly won authority and responsibilities.

Developing suitable programming also involves recognizing that the transition to adulthood involves important cognitive shifts, which overlap with physical, social, and emotional changes. Young people often respond to incentives differently than adults do. Better understanding of the biological, social and cultural dimensions of youth behaviour, and specifically young women, will facilitate the design of better programmes. Strategies must be informed by young women and men themselves. Small pilot projects are essential to make sure that they work for young people. Successful pilots can then be taken to scale.

### Tips

- Develop mentorship programmes led by successful women outgrowers for young women, and by successful men outgrowers for young men. Successful adult role models help to build the confidence of youth that farming truly can be a business.
- Encourage parents to allocate land to young women and young men and to retain some or all of the monies earned. Help them appreciate how experience and skill development in farming will assist them to earn a livelihood over the long-term.
- Consider reducing membership fees, and creating supportive criteria, to encourage youth to join producer organizations.
- Encourage young people to take up and build on opportunities offered by the outgrower scheme. These may include helping to provide inputs, agro-processing, transport, processing skills and marketing to older farmer members. These tasks require different skills and provide niches within which to develop a business. These can be financially supported through matching funds rather than grants in order to encourage independence. Capacity development is a must.
- Initiatives targeting young women, must secure the support of young men in the community, among others. One way to achieve this is to provide incentives for them to visibly support young women in business, such as T-shirts which demonstrate their support, or through engaging young men to provide extension and business advice.

- Specific initiatives to strengthen the voice of young men and women at community level and in supplier groups are important. Having a meaningful say is a critical element of wanting to stay in the sector. As part of this, young women and men need training in understanding and explaining their gender and youth-based constraints and in devising creative ways to overcome them.

## Case Studies

### Case Study: Neema Youth Group, Kenya

Members of the Neema Youth Group came together because young men could only inherit when their fathers died, and young women had no access. Local coffee cooperatives only accepted members with land. Through the Basic Needs project the group registered at the Cooperative. This provided them with access to training and, since each individual is a member, allowed them to bring up youth and gender issues for discussion in the Cooperative. Young men and women are now assisting older farmers with spraying, pruning, harvesting and other tasks, and they have started their own agri-businesses in horticulture, cereals, and livestock. They are now developing a coffee tree nursery. Some young men are managing part of their father's land directly.

Source: Hivos et al. 2014

### Case Study: GADCO rice scheme in Ghana

Located in the South Tongu District of the Volta Region, in Ghana, GADCO is a rice production scheme which includes an inclusive out-grower programme, called the COPA connect. Women and youth are considered priority groups to enter the scheme as both out-growers and wage workers. At least 40% of job positions in all units of production are allocated to women. As a result of these policies, 200 young people, mostly from the local community, have gained employment in the rice fields, mill, and warehouse. Many young people have gained access to land to cultivate rice. Young people are also playing a leadership role in many programme activities, including: facilitation of negotiation processes between investors and the local community; representation of community at the company level to check production; acquiring membership in community councils. The manager of the COPA Connect programme is a young man.

Source: Torvikey, 2014



## Topic 6: Inclusive training and capacity development

Target both women members, and wives of men outgrower members, in training activities. Ensuring that women have full access to your company's training and extension services will improve women's technical skills, knowledge, and confidence. This will contribute towards improving the productivity and quality of outgrower crops as well as their other crops. Training women will also enable them to manage the farm effectively in their husband's absence or illness. Finally, develop programs and associated support to train women in new (non-traditional) areas of work.

### Tips

- Make sure women as well as men are explicitly asked to attend training sessions. Provide sex-segregated training with a woman officer if appropriate.
- Ensure a suitable location and venue. Make sure that training sessions are held in a place in which women feel comfortable, and which they can easily reach from their homes. If the training must be held further away provide women with transport or pay their transport costs (and men's, too).
- Shorter, more frequent sessions are better. Women often find it difficult to take out a large block of time from their daily chores. Work around local time schedules. It is better to have shorter training sessions and to hold them more often.
- The training methods and materials used should match prevailing literacy levels. Find out the level of literacy among your target women trainees, and make sure that the training materials and methods used are appropriate.
- Childcare. To boost women's participation childcare services may need to be provided. In many cases women do not want to hand over their children, so young children should be made explicitly welcome.
- Train women separately. In some cases, women may need to be trained separately so that they can ask questions freely. In other cases couple training can be provided. The facilitator should be experienced in encouraging women's participation.
- Use women trainers. Gender balanced training teams are ideal.



© Farnworth. WIC members and the WIC Coordinator, Malawi.

- Use the local rather than the national language. Don't assume that women will be fluent say in Kiswahili.
- Encourage women to become lead-farmers.
- Embed gender issues in training curricula (who does what, who benefits, intra-household decision-making, etc.), for example by incorporating GALS tools in GAP training

## Case Studies

### Case Study: Involving women in GAP training

Under the DFID-funded project Market Development for Northern Ghana, women outgrowers are proactively targeted for GAP training. Some women have also been encouraged to become lead farmers in order to facilitate up-take of new technology practices among women. GAP demonstrations on rainy and dry season onion production provided training to 629 female farmers. Four of the 15 agricultural extension agents who were trained to rollout the demonstrations were also women. In tomatoes, 23% of farmers trained on GAP were female. Targeting women paid off. It was found that women are more likely to be early adopters, and to follow through on recommendations. In the groundnut market for instance, 30% of female farmers attended the field days where GAP was demonstrated. Over half of these female farmers later adopted GAP in their own fields.

Source: Bishop-Sambrook, 2017

## Topic 7: Safeguarding health, food and nutrition security

### Tips

#### 1. Safeguard health

- Train both women and men in safe pesticide (and fertiliser) application. Ensure that women and men have access to personal protective equipment.
- Inappropriate application and storage of agro-chemicals carries important health risks with particular concerns for women's reproductive health.
- Wives (and other family members) of male contract farmers should be informed about health risks and how they can be minimized. In cases where men apply pesticides, women and children are often involved in related activities that expose them to associated health risks, including bringing water, mixing pesticides, weeding during the spraying season, and re-using pesticide containers for domestic purposes.
- It is important to communicate directly with women rather than through husbands or male relatives. Women are increasingly applying agro-chemicals themselves (including in women-headed households) or instructing others, such as hired labourers, how to do so.
- Face to face meetings with trainers in safe use is important. Written instructions should be given in the local language together with visual/aural support, such as pictorial guides and audio-recordings.
- Where possible, alternative non-toxic approaches to crop protection and soil improvement should be promoted.

#### 2. Safeguard household level food and nutrition security

Research shows that in some cases outgrower schemes strengthen food security, but in other cases they can weaken it.

- Companies should commit to ensuring food and nutrition security in their mission statement and policy.
- Contractors must allow members to grow their own food and manage livestock; sufficient land must be made available for this.
- Intercropping of food and cash crops should be promoted and appropriate agronomic advice provided between cash and food crop.
- Monitoring and evaluation should assess changes in food production and develop mitigation measures if the project appears to be having a negative impact on food and nutrition security.

#### 3. Promote effective household decision-making through the use of household methodologies (HHM)

Strengthening joint decision-making in intra-household bargaining processes can contribute greatly to ensuring gender equity in participation and benefits from outgrower schemes. This can also contribute to reducing conflicts

around labour burden and use of income. Household methodologies (HHM) are increasingly used by development partners (SIDA, OxfamNovib, USAID, Heifer *etc.*), to intervene directly in intra-household gender relations to strengthen overall smallholder agency and efficacy as farm managers, economic agents and development actors. HHMs are also effective in encouraging men to share domestic tasks. This alleviates women's time burdens and allows time to be more effectively managed across the household. Ascertaining women's as well as men's constraints, needs and preferences is built into all HHMs. HHM are built around a vision, gendered SWOT analysis, action plan, and indicators developed by household members. HHM are increasingly used by producer organizations as well. Some HHM self-scale at relatively low cost since they rely upon training community members as facilitators and champions for the methodology.

## Case Studies

### Case Study: Maintaining Household Food Security in Tanzania- Diligent

Diligent Tanzania actively discourages farmers from planting *jatropha* on their land as a main crop, except at the edges of fields as hedges and fences to mark boundaries and keep livestock off their food crops. This allows *jatropha* to be profitable for farmers and helps them ensure food security. Some women reported that *jatropha* seeds provide a source of cash income that is used to buy extra food when maize harvests are bad. It also provides extra cash income to help with school fees.

Source: Daley and Park, 2012.

### Case Study: WIETA approach to sensitive issues

WIETA is a not-for-profit voluntary association of stakeholders in the South African agricultural sector (wine, fruit and horticulture). They have a strategic partnership with farm worker organizations and labor unions and give training and advice to management, supervisors and workers on issues like racial discrimination and sexual harassment. All farms must establish clear internal disciplinary rules and procedures to avoid incidences and have clear complaints procedures. Programs to raise staff awareness include a two-day course for supervisors to improve their understanding of discrimination and sexual harassment and how to improve their ability to promote equal treatment of workers.

Source: Hivos *et al.* 2014.

## Topic 8: Improving gender equality for workers

Wage employment is a fundamental component of nucleus estates. However, most employment opportunities benefit men more than women. It can be difficult to translate national and international labour standards into fair employment conditions for women in contexts, which are marked by structural gender inequalities. At the same time, opportunities for waged labour are particularly important for people with limited land and other assets, which obviously include women and youth.

When women are employed, they are often particularly valued in tasks related to quality and value-addition such as preparation of food and flowers for export. However, such work tends to be insecure and poorly paid. Their voice is often unheard in worker's forums. At the same time, the private sector is increasingly recognizing women's central contribution to production and to quality control. These are central to the long-term viability of outgrower schemes reliant on smallholder-based production.

Hired workers on smallholder farms are usually overlooked as they are casually employed for short periods of time, and their well-being may not seem to be a central concern to the outgrower company. However, to improve conditions a company could provide training to producer companies on good management of hired women and men workers, including in some of the domains related to health and safety, discussed above. Other tips specifically for smallholder farms - depending on size - include providing meals, adequate rest periods, adequate working hours, and potentially a work contract, etc.

### Tips

#### **1. Ensure parity in pay and conditions, and develop gender-specific measures to cater for women's needs**

- Ensure fair and comparable wages, hours and benefits for comparable work. Conduct regular pay reviews.
- Recruit women and men for work that is not 'typical' of their gender and provide training and support.
- Women and men should participate in recruitment panels.
- Provide professional development opportunities including formal and informal networking and mentoring for workers at all levels.
- Provide training in safety procedures and provide appropriate safe clothing.
- Provide medical cover for workers, including temporary staff.
- Ensure separate toilets and washing facilities for women and men.
- Encourage the provision of paid maternity and paternity leave.

#### **2. Develop zero-tolerance policies towards gender-based violence and other forms of harassment.**

Improved women's autonomy and capacity to earn and manage an independent income can lead to



an increase of gender-based violence. For example: In Ethiopia, Hjort and Villanger (2011) document a significant increase in physical violence (13%) and emotional abuse (34%) of female flower workers by their husbands, and explain this as men's reaction on changing gender roles.

- Develop a clear sexual harassment policy and communicate this to every employee including permanent and casual staff. Senior staff, line managers and coordinators must model appropriate standards of professional conduct at all times.
- Implement initiatives, for instance, employee consultations, to identify and address security issues, including for women employees in the workplace, travel to and from work, and on missions.
- Establish procedures for confidential reporting and follow up of complaints.

## Case Studies

### **Case Study: Strengthening Women's Voice in Workers' Forums –Unifrutti-MKAVI in the Philippines**

After changing its labour policy toward the regularization of women and men workers in banana plantation, UNIFRUTTI-MKAVI established an innovative mechanism for internal accountability called the Values Reconciliation Board (VRB). The VRB meets monthly in every company-managed plantation or Unifrutti office and is composed of representatives of employees at all levels (except intermediate level managers). All employees, including women workers are entitled to bring any issues relating to employment conditions or internal company relations to this Board. The purpose of the Board is to allow workers to expose instances of where the company's actions are not in line with Unifrutti's expressed values. The Chairman of Unifrutti attends some of these Board meetings and considers them one important way in which the stated values of the company can be put into practice. However, some women workers remain reluctant to raise complaints for fear of being marginalized or not listened to. Unifrutti is committed to do more efforts to empower women workers to assert their rights – especially the more vulnerable groups, which include Indigenous People women.

Source: Leonard et al., 2015.

### **Case Study. Tanzania Plantation and Agricultural Workers' Union (TPAWU)**

The Tanzania Plantation and Agricultural Workers' Union (TPAWU) developed two projects to examine gender issues in horticulture. Action research was conducted to unveil outstanding labour and gender issues in horticultural plantations, including gender segregation and division of labour, sexual harassment, lack of maternity protection, and so on. Based on the findings, TPAWU conducted training courses targeted at managers and workers, particularly on fresh flower farms, along with advocacy campaigns to sensitize staff in government ministries, the public and horticultural wage workers. By the end of the project in 2010, 100% of farms had adopted Collective Bargaining Agreements (CBAs) and 80% of workers had been unionized by TPAWU. As a consequence of the increased awareness of labour regulations, 90% of formal wage workers in Tanzania's horticultural plantations now also have legal contracts

Source: Daley and Park, 2012.

## Topic 9: Supporting men to support women

Men and boys are embedded in wider structures that condition their behaviour and which can make them hostile to women's inclusion in outgrower schemes. They must be supported as they begin to confront and question cultural norms at home, in the community, at work, and presented by the media, which shape their psychological and social identities. Activities designed and conducted, ideally, with national men's organizations can include (among others) (Otieno *et al.*, 2016):

### Tips

- Developing men-only groups to help men support each other in changing their behaviour and in challenging concepts and practices related to traditional ways of being a man.
- Strengthening men's personal commitment to gender equality. Equipping them with the knowledge and skills to put that commitment into practice in their own lives.
- Relating messages to men in the relational roles to women: as fathers, husbands, brothers, and sons.
- Going to where men are. Find men where they socialize rather than expect them to come to you. Enter and build positively upon male spaces while at the same time tapping into like-minded men who are already persuaded by your ideas. Encourage such men to become role models for others. Involving boys in peer-group learning is important and helps in cultivating positive attitudes that are carried on into adulthood.

## Topic 10: Monitoring and evaluation for outgrower schemes

### **Develop indicators and set targets for each indicator (expected percentage of women for each).**

To do this, first develop a baseline for each indicator and then set up sex-disaggregated systematic data collection through evaluation staff. This improves tracking and management and is simple to do. Simple indicators can include numbers of women and men who are:

- contract holders
- receiving payments
- participating in technical training
- lead farmers
- members in producer groups
- leaders in producer groups
- credit recipients
- training recipients

More complex indicators can be developed, tracked and acted upon in order to reduce differentials and build on best practice.

- Productivity differentials between women and men
- Changes in intra-family land use
- Food security and nutrition indicators

It may be possible to differentiate between different aspects of measuring women's empowerment:

1. Changes in women's resources with respect to ownership, control, and management: asset ownership, ability to sell assets, mobility indicators, time spent on household and care tasks, shifts in how women and men utilize land, etc.
2. Processes related to bargaining power (Input into decision-making, feeling of empowerment or autonomy, etc.) could be measured via a Likert-scale, for example.
3. Outcomes of women's empowerment: for instance in relation to changes in household level food security and nutrition indicators, children's educational outcomes, productivity differentials between men and women in the household *etc.*

## References

- ACDI-VOCA (2013) Gender Impact Assessment Report: Agricultural Development and Value Chain Enhancement (ADVANCE II).
- Barrientos, S., C. Dolan and A. Tallontire 2003: A gendered value chain approach to codes of conduct in African horticulture. – *World Development* 31 (9): 1511-1526.
- Bishop-Sambrook, C. 2017. Women's Economic Empowerment and Agribusiness: Opportunities for the gender transformative agenda Global Donor Platform for Rural Development. Global Donor Platform for Rural Development.
- Christian, M., Evers, B., and Barrientos, S., 2013 Women in value chains: making a difference. Revised Summit Briefing No. 6.3. Capturing the Gains.
- Cotula, L. and Leonard, R. (eds). 2010. Alternatives to Land Acquisitions: Agricultural Investment and Collaborative Business Models, London, UK, Bern, Switzerland, Rome, Italy and Maputo, Mozambique: International Institute for Environment and Development, Swiss Agency for Development and Cooperation, International Fund for Agricultural Development and Centro Terra Viva.
- Daley, E., & Park, C. (2012) The Gender and Equity Implications of LandRelated Investments on Land Access and Labour and Income-Generating Opportunities A Case Study of Selected Agricultural Investments in Northern Tanzania. FAO. Rome.
- Dancer, H. and Sulle E. 2015. Gender Implications of Agricultural Commercialisation: The Case of Sugarcane Production in Kilombero District, Tanzania. FAC Working Paper 118, Brighton, UK: Future Agricultures Consortium.
- Dancer, H. and Tsikata, D. 2015. Researching Land and Commercial Agriculture in Sub-Saharan Africa with a Gender Perspective: Concepts, Issues and Methods. LACA Working Paper 132.
- Dolan, C. and K. Sutherland 2002: Gender and employment in the Kenya horticulture value chain. – *Globalisation and Poverty Discussion Paper* 8. Oxford.
- Gartaula, H., Niehof, A., &Visser, L. 2012. Shifting perceptions of food security and land in the context of labour out-migration in rural Nepal. *Food Sec.* (2012) 4:181–194.DOI 10.1007/s12571-012-0190-3.
- Hakizimana, C., Goldsmith P., Nunow, A.A., Wario Adano, R., Biashara J.K. 2017. Land and agricultural commercialization in Meru County, Kenya: Evidence from three farming models. In *Journal of Peasant Studies*, 44:3.
- Hall, R., Scoones, I. and Tsikata D., 2017. Plantations, outgrowers and commercial farming in Africa: agricultural commercialisation and implications for agrarian change. In *Journal of Peasant Studies*, 44:3.

- Hivos, Agri-ProFocus, Sustainable Trade Foundation and IDH. 2014. Sustainable Coffee as a Family Business.
- King, R. and Bugri, J. 2013. The Gender and Equity Implications of Land-Related Investments on Land Access, Labour and Income-Generating Opportunities in Northern Ghana: The Case Study of Integrated Tamale Fruit Company, Rome, Italy: Food and Agriculture Organization.
- Leonard, R., Osorio, M. and MenguitaFeranil, ML. (2015) Gender Opportunities and Constraints in Inclusive Business Models: the case of Unifrutti in the Philippines. FAO. Rome.
- Manfre, C., D. Rubin, A. Allen, G. Summerfield, K. Colverson and M. Akeredolu 2013. Reducing the Gender Gap in Agricultural Extension and Advisory Services: How to Find the Best Fit for Men and Women Farmers; MEAS Discussion Paper Series on Good Practices and Best Fit Approaches in Extension and Advisory Service Provision, Modernizing Extension and Advisory Services; US Agency for International Development, Washington DC, USA.
- Matenga, C., 2016. Outgrowers and Livelihoods: The Case of Magobbo Smallholder Block Farming in Mazabuka District in Zambia in Journal of Southern African Studies, Volume 43, 2017. Issue 3.
- Masaba. M., Liversage, H., Jonckeere S. 2014. Agricultural Investment, Gender and Land: Lessons From an IFAD-supported project in Uganda. Paper prepared for presentation at the “Annual World Bank Conference on Land and Poverty”. The World Bank - Washington DC, March 24-27, 2014.
- Masakure, O. and Henson, S. 2005. Why do small-scale producers choose to produce under contract? Lessons from non-traditional vegetable exports from Zimbabwe. World Development, 33(10), 1721-1733.
- Mirza, H., Speller, W., Dixie, G., & Goodman, Z. 2014. „The Practice of Responsible Investment Principles in Larger Scale Agricultural Investments: Implications for Corporate Performance and Impacts on Local Communities. Agriculture and Environmental Services Discussion Paper, World Bank.
- Otieno, P.E., Farnworth, C.R. and Banda, N. 2016. Involving men in nutrition. Note 26. GFRAS Good Practice Notes for Extension and Advisory Services. GFRAS: Lausanne, Switzerland. This text is taken from this simple document, which has further good practice tips, which are applicable beyond nutrition.
- Rocca, V. 2016. Gender and Livelihoods in Commercial Sugarcane Production: A Case Study of Contract Farming in Magobbo, Zambia. Future Agricultures Working Paper 136.
- Schneider, K. and Gugerty, M.K 2010. Gender & Contract Farming in Sub-Saharan Africa. Literature Review Prepared for the Farmer Productivity Team of the Bill & Melinda Gates Foundation. Evans School Policy Analysis and Research (EPAR).
- Van den Broeck, G., Maertens, M. (2017). Does Female Off-farm Wage Employment Make Women Happy in Rural Senegal? Feminist Economics, forthcoming.



## Further Reading

There is a lot of literature on gender in outgrower schemes. It is useful to refer to [www.africaportal.org/topic/commercial-farming](http://www.africaportal.org/topic/commercial-farming) for a selection of papers on gender and outgrower schemes. The documents below helped to shape this paper.

Action Aid. Contract farming and outgrower schemes. Appropriate development models to tackle poverty and hunger? Action Aid, March 2015.

[www.actionaid.org/sites/files/actionaid/contract\\_farming.pdf](http://www.actionaid.org/sites/files/actionaid/contract_farming.pdf)

*This is a highly critical analysis of outgrower schemes. It may be useful to review such reports to make sure that your outgrower scheme does not make the same mistakes!*

Man-Kwun Chan with advisory input from Dr Stephanie Barrientos (date not known). Improving Opportunities for Women in Smallholder-based Supply Chains. Business case and practical guidance for international food companies. Prepared for the Bill and Melinda Gates Foundation.

<https://docs.gatesfoundation.org/documents/gender-value-chain-guide.pdf>

*This is a clear guide with examples and actions.*

Mehra, R. and Schulte, J. 2009. COMPACI Program: Gender Study and Strategies. COMPACI-CMiA-AbTF Stakeholder Meeting, Ouagadougou. November 20, 2009. [www.compaci.org/en/workshops-conferences/conferences/2009-ougadougou/98-icrw-compaci-program-gender-study-and-strategies](http://www.compaci.org/en/workshops-conferences/conferences/2009-ougadougou/98-icrw-compaci-program-gender-study-and-strategies)

*This is a great power point presentation with key data and analyses from a five country study of gender in cotton outgrower schemes. It provides many recommendations.*

Wonani, C., Mbuta, S. (2013) The Gender and Equity Implications of Land-Related Investments on Land access, Labour and Income-Generating Opportunities A Case Study of Selected Agricultural Investments in Zambia. FAO. Rome.

## Acknowledgements

We sincerely appreciate the thorough reviews of this technical note and the deep insights provided by Dr. Goedele Van den Broeck (University of Leuven, Belgium), Katharina Krumbiegel (University of Göttingen, Germany), and Rogart Mmole of Musoma Food Company Limited, Tanzania.



Designed to be shared

This work is licensed under a Creative Commons Attribution 3.0 Unported License. [creativecommons.org/licenses/by/3.0](http://creativecommons.org/licenses/by/3.0)

[www.ingenaes.illinois.edu/library](http://www.ingenaes.illinois.edu/library)

Dr. Cathy Rozel Farnworth, Pandia Consulting  
Ambra Gallina, Consultant

September 2017