



AGRICULTURE GLOBAL PRACTICE TECHNICAL ASSISTANCE PAPER

LINKING WOMEN WITH AGRIBUSINESS IN ZAMBIA

**CORPORATE SOCIAL RESPONSIBILITY, CREATING
SHARED VALUE, AND HUMAN RIGHTS APPROACHES**

Pamela White, Gerry Finnegan, Eija Pehu, Pirkko Poutiainen, and Marialena Vyzaki

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ACRONYMS AND ABBREVIATIONS

Acronym	Definition
5DE	Five Domains of Empowerment for Women
AWES	African Women's Economic Summit
CAN	Cargill Animal Nutrition
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEO	Chief Executive Officer
COMACO	Community Markets for Conservation
COMPACI	Competitive African Cotton Initiative
CRPD	Convention on the Rights of Persons with Disabilities
CSI	Corporate Social Investment
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CSV	Creating Shared Value
EPFC	Eastern Province Farmers Cooperative
FISP	Farmer Input Support Program
FRA	Food Reserve Agency
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRBA	Human Rights-Based Approach
ICCPR	International Covenant on Civil and Political Rights
ICESAR	International Covenant on Economic, Social and Cultural Rights
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IDSP	Irrigation Development Support Program
IFC	International Finance Corporation
IFPRI	International Food Policy Research Institute
ILO	International Labour Organization
K	Zambian kwacha (currency symbol)

Acronym	Definition
KASCOL	Kaleya Smallholders Company Ltd.
KASFA	Kaleya Smallholder Farmers' Association
KR	Kwacha rebased (currency symbol)
LIFE	Life-Altering Injury and Fatality Elimination
LINTCO	Lint Company of Zambia
LuSE	Lusaka Stock Exchange
MCTI	Ministry of Commerce, Trade, and Industry
MNC	Multinational Corporations
NEPAD	New Economic Partnership for African Development
NGO	Nongovernmental Organization
NUPAAW	National Union of Plantation and Allied Agricultural Workers
RIFR	Reportable Injury Frequency Rate
SAB	South Africa Breweries
SADC	Southern African Development Community
SAM	Sustainable Assessment Matrix
SCCI	Seed Control and Certification Institute
SFSL	Sylva Food Solutions Limited
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNDP	United Nations Development Programme
USAID	U.S. Agency for International Development
VSO	Voluntary Service Overseas
WFP	World Food Programme
WEAI	Women's Empowerment in Agriculture Index
ZACCI	Zambia Chamber of Commerce and Industry
ZB	Zambia Breweries
ZFAWIB	Zambia Federation of Associations of Women in Business
ZFE	Zambia Federation of Employers
ZMK	Zambian kwacha (currency code)
ZNFU	Zambia National Farmers' Union

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EXECUTIVE SUMMARY



Three of Sub-Saharan Africa’s central economic realities motivate this study. First, agriculture is the most important sector in most African economies, on average accounting for nearly one-fourth of gross domestic product (GDP). Second, the private sector is increasingly active in transforming African agriculture and economies. By 2030, agriculture and agribusiness are anticipated to become a US\$1 trillion industry in Africa, delivering more jobs, income, and economic growth. Third, women make up half of Sub-Saharan Africa’s agricultural labor force on average (and two-thirds or more in some countries).

Yet women’s strong presence in agriculture belies the comparatively weak commercial benefits they derive from it. Throughout Africa, women struggle to enter and operate highly productive and profitable agricultural enterprises. Their plots of land tend to be smaller, their crops less remunerative, and their access to land, inputs, and finance far more restricted and precarious than men’s. Africa boasts the highest share of “women entrepreneurs,” but these women are disproportionately concentrated in the ranks of the self-employed rather than among the employers. Women’s productivity is lower than men’s, not because they are women, but because informal, smaller firms are inherently less productive, and more women operate these types of enterprises. The real challenge in expanding opportunities and empowering women is not to help more women to become small-scale, informal entrepreneurs but to enable them to shift to activities capable of delivering higher returns and employing others.

THE RESEARCH QUESTIONS AND OBJECTIVES

The ultimate goal of the research described here is to derive good practices that enable women to participate more equitably and productively in development led by Africa’s private sector. The analysis examines how women—largely as farmers and employees, but also as entrepreneurs in their own right—are participating in agribusiness. Under what terms and conditions do women participate? What can be done to develop better links between women and agribusiness and improve women’s economic empowerment? To introduce specificity to this inquiry and derive practical recommendations

anchored in experience, the research focuses on Zambia, where companies increasingly work with women farmers and employees, and some businesses are interested in programs designed to increase profits while achieving social and developmental goals such as women’s empowerment.

FRAMEWORK AND RESEARCH METHODS

The research team identified activities at each company that were reflective of the concepts of corporate social responsibility (CSR), creating shared value (CSV), and a human rights–based approach (HRBA) to gender equality and women’s empowerment (see box ES.1). Those activities were analyzed in a framework of six domains that are critical to women’s economic and social activities: government, workplace, marketplace, environment, community, and home.

Research methods included a literature review and extensive interviews to gain an understanding of the context (nationally and locally), household dynamics, and other information relevant to the various approaches to empowering women and improving their links to agribusiness. A deeper qualitative study of four major agribusinesses, including interviews with women employees and contract farmers, provided much of the substance for the analysis and recommendations.

INTERVIEWS

The core team interviewed 10–20 persons per firm, and enumerators conducted a further 140 interviews with workers, farmers, and agribusiness staff. Other key stakeholders interviewed at various stages of the research included ministry officials, development professionals, and individuals from civil society organizations (CSOs) and nongovernmental organizations (NGOs).

BOX ES.1. THE THREE FUNDAMENTAL CONCEPTS UNDERLYING THIS RESEARCH

Corporate social responsibility is a continuing commitment by a company to behave ethically and contribute to economic development while improving the quality of life of its workforce and their families, as well as of the local community and society at large. More precisely, CSR can refer to the way in which companies exercise responsibility and accountability for the economic, social, and environmental impacts of their business decisions and behaviors. Companies tend to take one of three main approaches to CSR. A company can engage in *corporate philanthropy*, generally in the form of an ad hoc charitable approach to meet needs in the community. Alternatively, a company can engage in *corporate social investment (CSI)*, a more structured approach in which the company’s philanthropy is aligned with its core business activities. A third choice is to pursue *strategic CSR*, in which philanthropic activities are aligned with core business purposes and strategically chosen—the activities are explicitly policy-driven, anchored in relevant legislation, and aligned with recognized benchmark standards.

Creating shared value is conceptually similar to strategic CSR. It is based on the notion that a company can improve its competitiveness by adopting policies and operating practices that advance socioeconomic conditions in the communities where the company operates. Like CSR, CSV focuses on identifying and expanding the connections between societal and economic progress. Unlike CSR, which is grounded in

philanthropy, CSV can be described as the business case for women to participate equitably and productively in development led by the private sector. Its three main elements are appreciating societal needs and reconceiving products and markets accordingly, redefining productivity in value chains, and enabling local cluster development.

A human rights–based approach to development integrates the norms, principles, standards, and goals of the international human rights system into the plans and processes of development. The approach recognizes human rights as an objective, recognizes the guiding principle informing development cooperation, and is based on international and national human rights laws, conventions, and protocols, among other legal provisions. The intent of HRBA is to empower people to know and claim their rights and to increase the ability and accountability of individuals and institutions who are responsible for respecting, protecting, and fulfilling those rights. HRBA is more far reaching than CSR or CSV, in that it considers poverty to be an injustice and focuses attention on the marginalized and poor, empowering them to demand their rights. HRBA dovetails with the activities of many development agencies, including the World Bank, that may not have policies, programs, or projects explicitly and deliberately aimed toward human rights but that nevertheless promote human rights—for example, by promoting equitable development and improving poor people’s access to health, education, food, and water.

CASE STUDY METHODOLOGY

Following extensive consultation with stakeholders, four agribusinesses operating in Zambia were selected for detailed case studies: Cargill, a multinational agribusiness; Eastern Province Farmers Cooperative (EPFC), a small, not-for-profit business; KASCOL (Kaleya Smallholders Company Ltd.), a former government enterprise that now has mixed ownership and social enterprise aims; and Zambia Breweries, a subsidiary of SABMiller, a multinational beverage firm. The companies were selected based on a number of considerations, including their interest in participating, the likelihood that they would enable the team to obtain information on the practices of interest for linking women and agribusiness, and the diversity of agricultural commodities produced or procured by each company (some commodities are produced mostly by women, and others by men; some are grown primarily for cash, and others for home consumption). An additional consideration was that the companies should differ by type and ownership. Interviews with two companies that were not included in the final set of case study companies—Sylva Food Solutions Limited (SFSL) and Zamseed—provided useful information for comparisons with the case study companies.

For the case studies, the research team conducted individual and group interviews with contract farmers (visiting their communities and fields) as well as staff at the offices and processing sites of each company, including management, office staff, and plant supervisors, as well as laborers.

The interview and focus group questions aimed to triangulate information received from management on company policies and processes with the experience in the field. Specific attention was given to barriers to women's productivity (access to inputs and skills, for example) and barriers to women's participation and voice (from employers, vested interests, and men in the agricultural sector, for example). A central assumption was that companies would support improvements in women's status as rights-holders only if those improvements enhanced the companies' economic results.

EMPIRICAL FINDINGS FROM THE CASE STUDIES

The experience of the case study companies shows that innovation, learning, and progress are occurring with respect to women's advancement in more commercial

agricultural value chains and enterprises. Admittedly these companies represent the best practices in Zambia; in that sense, they stand as models for similar efforts in other companies, which are likely to have considerable room for improvement. For development agencies such as the World Bank, the case studies demonstrate that the private sector in agriculture has a role in promoting the human rights of rural women.

PROGRESS IN CSR, CSV, AND HUMAN RIGHTS TO EMPOWER WOMEN

Interest in CSR and CSV is growing in Zambia, where companies focus particularly on CSR. Valuable initiatives are emerging from membership-based organizations, such as the Lusaka Stock Exchange (LuSE) effort on corporate governance and the Zambia Chamber of Commerce and Industry (ZACCI) effort on CSR. A new Corporate Social Investment Foundation is being discussed. The foundation would provide guidance to investors on which companies apply social safeguards and rights-based approaches. The government has done little specifically to promote CSR, although the Ministry of Commerce, Trade, and Industry (MCTI) acknowledges that CSR and CSV initiatives by private companies could foster socioeconomic development.

All four case study companies are implicitly, and sometimes explicitly, implementing rights-based policies and actions critical for women in economic development. For example, all four companies meet many of the criteria for providing decent work, which is a strong, tangible, and integral element of a rights-based approach to women's empowerment and economic development. The companies comply with Zambian law and adhere to basic principles of social responsibility and shared value. At the very least, these efforts lead the companies to "do no harm" (in other words, to respect human rights at the most basic level). In most cases, these efforts enable the companies to considerably strengthen the rights of their suppliers and workers (men and women).

GOVERNMENT ACTION IS NECESSARY AND DESIRABLE FOR WOMEN'S ECONOMIC EMPOWERMENT

CSR and CSV are no substitute for consistently enforced national laws and regulations. Companies must comply with their legal obligations, including labor laws, for which voluntary CSR and CSV cannot and

should not substitute. Voluntary codes of conduct, CSR, and CSV raise suspicion in some quarters (such as trade unions) because of their potential to be observed only on paper—the Rana Plaza disaster in Bangladesh is a notorious example. In Zambia, trade unions, the Ministry of Agriculture and Livestock, and MCTI have expressed suspicion of CSR and CSV by multinational enterprises.

The requirement for government to protect citizens from human rights abuses is clear, although government’s specific obligations with respect to women’s participation in private agribusiness are not well articulated. Under the United Nations (UN) Guiding Principles on Business and Human Rights, the state has a duty to protect its citizens from human rights abuses by third parties, including business enterprises, by taking preventive or remedial action. Such actions can include not only the enforcement of laws but also the provision of guidance and encouragement to the private sector for respecting human rights. The Zambian government has ratified international human rights conventions and serves as a good example in the region, despite some shortcomings in implementation and contradictions on equal rights for men and women in the constitution. For these and other reasons, aspects of human rights remain to be improved in the workplace, giving the government ample scope and authority to encourage the private sector (including agribusiness) to act in this regard.

Create a stable and enabling policy environment for agriculture, business, and women farmers. The government should redress market imbalances and institutional gaps affecting women through the design of gender-equitable agricultural labor programs and projects (either with donors or with the private sector directly). Such programs should include a gender analysis to give a fuller picture of the constraints and opportunities.

Enact legal reforms where legislation discriminates against women. Customary laws are exempt from the nondiscrimination clauses in the Zambian constitution, thus making women who live in rural areas more vulnerable to discriminatory practices. The government should repeal biased laws, discriminatory constitutional clauses, and regulations that are detrimental to women’s economic development. The focus should be on

harmonizing statutory and customary legislation, in close consultation with village chiefs, to ensure that reforms take root at the local level.

Enable women farmers to access and/or own land. The government should work closely with local chiefs and traditional land court staff to prevent women from losing their land rights when their husbands die. One way to ensure and protect property rights is to promote the writing of wills, and when feasible to support dispute resolution and community policing (as KASCOL has done). The Zambia Land Alliance has a role to play in lobbying for women’s equitable access to land and title deeds.

Rural infrastructure is an important element of an enabling environment for agribusiness and women entrepreneurs. When countries develop infrastructure such as roads and bulking centers, especially in less accessible areas, women gain better access to markets and agribusiness opportunities, as well as to suppliers of agricultural inputs and services. In some instances, public-private partnerships have proven useful for supplying infrastructure. For example, in Zambia the World Bank financed Irrigation Development and Support Project (IDSP) in a unique position to address the lack of infrastructure.

Allocate government staff and resources to conduct research and promote HRBA, CSR and CSV in the agribusiness sector. More research needs to be done to further substantiate the business case within the agribusiness sector. A unit to promote CSR/CSV could be established within the Ministry of Commerce, Trade, and Industry or elsewhere as appropriate to disseminate principles of CSR, CSV, and HRBA within government institutions and train government staff and businesses to incorporate them in their work. The unit could also advocate the use of human rights impact assessments and ensure human rights due diligence across government activities.

PROGRESS IN ADDRESSING BARRIERS TO WOMEN’S WORK WITH AGRIBUSINESS

The case study companies are starting to recognize the barriers preventing women from participating in agribusiness. In response, they have adopted a number of practices to address common challenges and constraints.

Companies are improving women’s access to finance, land, and inputs. Cargill Zambia is piloting two new microbanks, to be registered as cooperatives. A representative of the women’s clubs formed by Cargill’s contract farmers has a reserved place on the board of each microbank. KASCOL is working to provide mobile banking services on site to support women farmers. KASCOL’s smallholders have renewable leases to the land they farm. Initially leases were offered mainly to male farmers, but today KASCOL also encourages women to become leaseholders and promotes succession planning, which tends to protect women’s land rights. Some of Cargill Zambia’s women’s groups have negotiated and received land from village chiefs. Cargill Zambia provides cotton and maize seed on credit; farmers who repay the credit successfully have the option of obtaining credit for fertilizer and seed of other crops in the subsequent seasons. EPFC provides credit for core inputs (groundnut seed, fertilizer, and equipment such as shellers). KASCOL provides sugarcane planting material, fertilizer, agrochemicals, and agricultural implements, as well as mechanical services, cane harvesting and haulage; the sugar company provides irrigation water. Zambia Breweries attempted to provide sorghum seed to small-scale farmers but appears not to have reached the intended recipients (women smallholder farmers in Southern Province). Now the company is providing cassava planting material to smallholders to supply produce for a new product (cassava-based beer). The company currently provides local cassava varieties to the farmers but plans eventually to provide improved, high-yielding cassava varieties.

Companies are connecting smallholders to markets. Smallholders’ land is often far from roads, which makes it challenging to market produce (especially for women, who have less time and fewer resources than men to reach markets and buyers). By contracting with smallholders to supply commodities, companies are taking a first step in connecting them to commercial markets. Zambia Breweries is overcoming the obstacles to obtaining cassava within 24 hours of harvesting by locating mobile processing units close to the areas where its women contract farmers will grow the crop.

Companies are paying attention to training and skills. Cargill’s “women’s clubs” ensure that training is

designed specifically for and delivered to women in the village, where it is culturally acceptable for them to participate. The training has been instrumental in disseminating good farming practices for cotton and maize, including field preparation, the use of manure and inorganic fertilizers, planting, weeding, spraying chemicals, and harvesting to conservation farming standards. Many of the women’s clubs have started to grow a more diverse range of crops, produce poultry, and open grocery stores—using the power of the group to engage in a wider range of economic and entrepreneurial activities. EPFC also trains women and men at the village level to make it easier for women to attend, and it recruits women leader farmers to reach out to and include more women smallholders. Zambia Breweries also offers training in farming techniques to women and men, but it also proactively seeks to train women and youth in entrepreneurship, in the context of its soft-drink business. KASCOL also trains women and men in agricultural techniques and has liaised with the Zambia Chamber of Small and Medium Business Associations to provide business training to men and women smallholders. KASCOL also offers scholarships and time off of work for smallholders or laborers to pursue relevant courses.

Companies are helping women to overcome constraints on labor. KASCOL provides hired cane cutters and other staff to assist smallholders. EPFC has provided shellers and other equipment to reduce the amount of physical labor required to produce and process groundnuts. Timely payment for crops also assists farmers, including women, to hire laborers when they need them.

Companies are addressing women’s household burdens and time poverty. All of the case study companies offer some means of reducing the time burden on women so that they can pursue productive activities and training. Cargill Zambia has been working with local women’s groups to improve access to water, which reduces the time needed to fetch water. KASCOL provides health, school, and child-care facilities within the farm area, reducing travel time for all family members. As discussed, Zambia Breweries will use mobile processing units for the cassava, and EPFC invests in labor-saving technologies such as shellers.

Companies provide decent work for employees.

Three of the case study companies have codes of conduct and/or ethical principles that govern working relations with the employees (Cargill Zambia, Zambia Breweries, and KASCOL). These codes and principles appear to be well known and clearly understood by all workers. All four companies encourage both women and men to apply for available vacancies. Decent working conditions include a strong focus on workplace safety and health. Cargill Zambia has a particularly strong emphasis on worker safety and protection; it provides safety clothing of good quality and regularly reinforces good working practices. Staff receive occupational safety and health training, in which they are taught to perform technical tasks safely. For example, women laborers from Cargill and KASCOL reported that they are not permitted to lift loads as heavy as those lifted by the men. A travel allowance (Cargill) and bus transport for night shift workers (Zambia Breweries) are important means to make women's work safer by reducing the risks of traveling home alone in the dark. Office staff and laborers in Cargill, KASCOL, and Zambia Breweries (and office staff in EPFC) can take one day off of work each month for menstruation. Cargill staff have five months of maternity leave, well beyond the three-month minimum required under the law; Zambia Breweries offers four months. Babies and children are not allowed in processing plants of any of the companies.

Companies recognize and reward men's and women's work and effort equally.

Cargill Zambia has set standards for the composition of work teams as well as work outputs. It awards farmers with the highest production levels; in the most recent cycle, 18 percent of the top 102 producers were women. EPFC rewards women and men farmers for loyalty, good management practices, and productivity. Zambia Breweries sponsors the "Month of the Woman Entrepreneur" celebration every year.

CONCLUSIONS AND RECOMMENDATIONS

The business case for these approaches is good. Investing in women in their roles as farmers, workers, and entrepreneurs has the potential to increase productivity, improve product quality, reduce management and coordination costs, create a secure supply base, build stronger brands,

and widen access to premium markets. If these investments are made as part of a wider, purposive agenda to implement CSR, CSV, and HRBA, they are also very likely to be good for society and overall development.

At the same time, effective social responsibility, shared value, and rights-based approaches require understanding and buy-in from all sides. Business, government, trade unions (and other membership-based organizations), as well as CSOs and NGOs, all have roles to play in their successful implementation.

A number of actions are recommended to lift specific barriers faced by women in agriculture; they can be considered an agenda for using CSR, CSV, and rights-based approaches to empower women within agricultural value chains. Another set of actions, many of them undertaken collaboratively by the private sector, government, civil society, and NGOs, will provide supportive policies and incentives for CSR, CSV, and HRBA to be adopted more widely and effectively in Zambia and elsewhere in Africa.

ACTIONS TO LIFT BARRIERS FACED BY WOMEN IN AGRICULTURE

Organize women. There are positive results arising from women being organized in groups, clubs and cooperatives. It was observed that women working for the companies started forming groups and getting engaged also in other income-generating activities such as diversifying into new crops or chicken raising. By participating in groups, they have the opportunity to acquire new knowledge and skills that otherwise they would not have received, while also having better opportunities of accessing loans through group-based mechanisms. The groups often enable women to access more formal support mechanisms or empowerment programs provided by the government or a donor.

Recognize that gender is not just about women, but about women and men working together.

Companies must bring women into their business in a way that enhances gender equality but does not increase threats to women's empowerment from individuals who may feel disempowered as a result, such as male family members, male work colleagues, and male community leaders.

In promoting gender equality and women's empowerment, companies should avoid separating women from men, or taking women out of the local community or family contexts. (Cases where inequalities call for affirmative action are an exception.) Cargill's women's clubs, for example, are open to men, who can also hold leadership positions. To increase women's decision-making power and control over resources, the company encourages married women to work with their husbands.

Provide better agricultural extension services to women farmers. Professionally qualified women extension workers are few in number in the public and private sector. The government could add to the number of women extension workers, and the private sector could address the shortage by designating and training women leader farmers to reach out to greater numbers of women farmers (even in situations where male extension agents are present). Closer liaison between company staff and government extension officers would permit agricultural and market information to reach women farmers. At the same time, training given to men who are extension workers to sensitize them to reaching and working with women farmers may be an easier and more effective short-term solution than waiting for more women extension agents to fill the pipeline.

Promote women's financial inclusion. For women, financial inclusion is the key to open a wide range of economic opportunities. The Bank of Zambia could encourage commercial financial institutions to engage in greater outreach and delivery of financial services to women, especially in rural areas. The private sector can work to promote women's financial literacy through partnerships with NGOs. At the same time, working with the mobile network operators may be easier and quicker as they have a business incentive to reach more women customers.

Increase women's participation in decision-making forums. Women have limited access to institutions and decision-making processes, thus making it difficult for their voices to be heard. Women's representation in various policy forums, in consultative bodies such as the Tripartite Consultative Labor Council, and delegations from private sector agencies should be ensured, with emphasis on providing training for improving women's speaking skills for advocacy efforts.

Ensure that women agricultural laborers work under decent conditions, with decent contracts.

Labor offices should be located close to companies to be able to ensure compliance with labor laws. Proactively, labor officers could train companies and representative workers' groups on labor laws and gender. A reliable, transparent local contracting system would improve confidence in the private sector, along with steps to ensure that farmers receive written contracts in the local language that clearly specify options for resolving contractual disputes.

DEVELOP INCENTIVES AND A STRATEGY TO LINK WOMEN WITH AGRIBUSINESS

The engagement of the business community is essential if companies are to mainstream CSR and CSV in their operations. Private sector development agencies and organizations of employers (such as chambers of commerce and stock exchanges) should model best practices for their member firms. Equally important, they should provide leadership and incentives to promote a more significant and complementary role for business in national development.

Reward companies that "do things right." The government can reward companies for best practices in CSR and CSV through awards, other types of recognition, or tax and other business incentives. For example, companies recognized for successfully adopting best practices could be awarded preferred status for procurement by government and state enterprises.

Adopt a clear strategy and explore potential donor cofunding for HRBA initiatives in CSV and CSR programs of agribusinesses in Zambia. A multiyear Challenge Fund could be created to catalyze CSV and CSR initiatives by inviting proposals from private companies and member-based organizations.

Private enterprises can undertake a number of initiatives that will help women link to markets. For example, companies can strengthen existing providers of business development services to reach more women. To inform the general public and convince other businesses of the merits of working with women, companies can collect data to document how their corporate efforts

promote women's empowerment and improve profitability (see the next point).

Get the evidence. Nothing will build the business and development case for CSR, CSV, and HBRA better than carefully documented evidence on the economic and social impacts of these approaches.

ACHIEVE MUCH MORE THROUGH WELL-ESTABLISHED PARTNERSHIPS

NGOs and CSOs can work with companies to promote CSR and CSV. Businesses may be unaware of the numerous social programs undertaken by CSOs and NGOs. CSOs and NGOs have an important role in sharing the approaches and tools they have been using to mobilize women, and in the process ensuring that they and others do not “reinvent the wheel.” CSOs can provide nonagricultural services and products that can improve the productivity of women working in agriculture, including specialized training in gender mainstreaming, leadership, entrepreneurship development, agricultural and environmental skills, community organization, negotiation skills, and human immunodeficiency virus (HIV)/AIDS. NGOs and business associations can provide capacity building

and leadership support to associations of women farmers, women entrepreneurs, and women employees to help them create a thorough business approach. CSOs can also monitor the impact of private companies on the human rights of their staff, outgrowers, and the surrounding community. Among other issues, such monitoring could examine how the company addresses human rights risks and what strategies it has adopted to prevent them. CSOs could then assist the companies to understand and meet their obligations and improve their practices.

Partnering to share lessons and good practices can result in reputational gains for the company, while setting an example to be replicated in similar contexts. Opportunities to share experiences with other countries in the region can reveal additional good practices. Zambia, for example, could benefit from exchanges with Kenya, Malawi, Tanzania, or Uganda.

Awareness-raising campaigns have the potential to yield positive results. Member-based organizations and unions should educate the public and special interest groups on the rights of women as workers, employees, small-scale farmers, and entrepreneurs.

CHAPTER ONE

THE RESEARCH QUESTIONS AND METHODS

Three of Sub-Saharan Africa's central economic realities motivate this study. First, agriculture is the most important sector in most African economies, accounting for 24 percent of GDP on average (World Bank 2013). Second, the private sector is increasingly active in transforming African agriculture and economies. By 2030, agriculture and agribusiness are anticipated to become a US\$1 trillion industry in Africa, delivering jobs, raising incomes, and driving economic growth across the region (World Bank 2013). Third, women make up an estimated 50 percent of Sub-Saharan Africa's agricultural labor force on average (figures range from 36 percent in Côte d'Ivoire and Niger to more than 60 percent in Lesotho, Mozambique, and Sierra Leone) (FAO 2011a). Women in Zambia make up 64.3 percent of the rural population and 68 percent of economically active female share of population in agriculture. Twenty-five percent of rural households are female-headed, whereas the share of female agricultural holders stands at 19.2 percent (FAO 2011a).

Yet women's strong presence in agriculture belies the comparatively weak commercial benefits they derive from it. Throughout Africa, women struggle to enter and operate highly productive and profitable agricultural enterprises (Hallward-Driemeier 2013). Their plots of land tend to be smaller, their crops less remunerative, and their access to land, inputs, and finance far more restricted and precarious than men's (World Bank 2011, 206). Africa boasts the highest share of "women entrepreneurs," but these women are disproportionately concentrated in the ranks of the self-employed rather than among the employers. Women's productivity is lower than men's, not because they are women, but because informal, smaller firms are inherently less productive, and more women operate these types of enterprises. The real challenge in expanding opportunities and empowering women is not to help more women to become small-scale, informal entrepreneurs but to enable them to shift to activities capable of delivering higher returns and employing others.

THE RESEARCH QUESTIONS AND OBJECTIVES

The ultimate goal of the research described here is to derive good practices that enable women to participate more equitably and productively in development led by Africa's private sector. The analysis examines how women—largely as farmers and employees, but also as entrepreneurs in their own right—are participating in agribusiness. Under what terms and conditions do women participate? What can be done to develop better links between women and agribusiness and improve women's economic empowerment? To introduce some specificity to this inquiry and derive practical recommendations anchored in experience, the research focuses on Zambia. This setting offers a good opportunity to examine the relationship and terms of engagement between the private sector and women farmers and employees. Zambian companies increasingly work with women farmers and employees, and some businesses are interested in programs designed to increase profits while achieving social and developmental goals such as women's empowerment.

FRAMEWORK AND RESEARCH METHODS

The research team identified activities at four case study companies that were related to the concepts of corporate social responsibility, creating shared value, and a human rights-based approach to gender equality and women's empowerment. Those activities were analyzed in a framework of six domains that are critical to women's economic and social activities (government, workplace, marketplace, environment, community, and home). (The concepts of CSR, CSV, and HRBA, and their place in the research framework, are discussed in detail in chapter 3.)

Research methods included a literature review and extensive interviews to gain an understanding of the context (nationally and locally; see chapter 4), household dynamics, and other information relevant to the various approaches to empowering women and improving their links to agribusiness (chapter 2). That information was also vital for selecting the case study companies (chapter 5). A deeper qualitative study of those agribusinesses, including interviews with women employees and

contract farmers, provided much of the substance for the analysis and recommendations (chapters 6, 7, and 8).

LITERATURE REVIEW

The team reviewed literature on women's empowerment, gender equality, and rights-based approaches in development. They also reviewed literature on how CSR initiatives and CSV concepts have been implemented across Africa, focusing on factors that empowered women and enabled them to engage successfully in long-term employment or business relationships. Considerable literature is available on CSR and CSV, or on gender and agriculture, but these subjects are rarely combined. HRBA has received little attention in connection with gender and agriculture in Africa.

SURVEY INSTRUMENT AND INTERVIEWS

A questionnaire was designed to guide interviews with men and women farmers and workers contracted by agribusinesses (see appendix F). The questionnaire was intended to provide a better understanding of the intra-household dynamics and trade-offs related to women's wage employment and the income they earned.¹ The survey instrument was a simplified version of the Women's Empowerment in Agriculture Index (WEAI) (USAID and OPHI n.d.)² and included some of the 11 core areas of the International Labour Organization's (ILO's) Zambia Decent Work Country Profile (ILO 2012).³ Elements of the index and the decent work indicators are reflected in the six domains of the framework.

No consistent approach was adopted across companies for the interviews, as the sample varied based on the nature of the company. The core team interviewed 10 to 20 persons per firm, and enumerators conducted a further 140 interviews (with interviews of workers, farmers, and other staff employed by Cargill predominating). Cargill determined which individuals would be interviewed by the research

¹ The location of these visits depended on the location of each company's activities: KASCOL and Zambia Breweries (Southern Province); EPFC, Cargill, and Zamseed (Eastern Province); SFSL (Eastern and Central Provinces). Field production locations were generally chosen by the company in close consultation with the team. The company introduced the research team to the farming communities, but otherwise did not interfere.

² See the discussion in chapter 3.

³ See the discussion in chapter 3.

team, but the other companies permitted the research team to select individuals at random for interviews. The survey elicited qualitative rather than quantitative information, which reinforced the insights from the interviews by the core team, broadened the understanding of the communities and women in areas where the companies operated, and guided subsequent focus group discussions and interviews with other stakeholders.

The team also interviewed key stakeholders at various stages of the research. The interviews deepened the understanding of the context and issues at hand, enabling the research team to refine and adapt its analysis and recommendations. Stakeholders included ministry officials (Agriculture and Livestock; Gender and Child Development; and Commerce, Trade, and Industry); development professionals from the World Bank and other international organizations, such as the United Nations Development Programme (UNDP), Food and Agriculture Organization (FAO), and World Food Programme (WFP); and individuals from civil society organizations (CSOs) and nongovernmental organizations (NGOs).

CASE STUDY METHODOLOGY

Following extensive consultation with stakeholders, four agribusinesses operating in Zambia were selected from 15 companies for detailed case studies (see appendixes A–D): Cargill, a multinational agribusiness; Eastern Province Farmers Cooperative (EPFC), a small, not-for-profit business; KASCOL (Kaleya Smallholders Company Ltd.), a former government enterprise that now has mixed ownership and social enterprise aims; and Zambia Breweries, a subsidiary of SABMiller, a multinational beverage firm. The companies were selected based on a number of considerations, including their interest in participating, the likelihood that they would enable the team to obtain information on the practices of interest for linking women and agribusiness, and the diversity of agricultural commodities produced or procured by each company (some commodities are produced mostly by women, and others by men; some are grown primarily for cash, and others for home consumption). An additional consideration was that the companies should differ by type and ownership.

Interviews with two companies that were not included in the final set of case study companies—Silva Food

Solutions Limited and Zamseed—provided useful information for comparisons with the case study companies. They included interviews with men and women who had not yet begun a supplier relationship with a company but were planning to supply SFSL and Zamseed.

For the case studies, the research team conducted individual and group interviews with contract farmers as well as staff at the offices and processing sites of each company, including management, office staff, and plant supervisors (selected by the team), as well as laborers (selected randomly when walking through the plants). The person in charge of the government health post at the KASCOL site was also interviewed.

The location and number of visits varied across the case study companies. The research team visited three villages for the EPFC case study, four villages for the Cargill study, and one site for the Zambia Breweries study. The KASCOL plantation and smallholders' farms are in the same area, so the team visited a random selection of smallholders' households, met at length with a group of women farmers, and interviewed plantation laborers. The team also visited one site where Zamseed operated and two where SFSL operated.

The interview and focus group questions aimed to triangulate information received from management on company policies and processes with the experience in the field. Farmers and workers were interviewed separately but during the same visit. Particularly interesting personal stories were captured and are included here (many more are in the appendixes). This research was sensitive; it required building trust with the companies to obtain and re-check the data without compromising important information that could benefit commercial competitors. Among other issues, the case studies looked at women's access to decent work, representation, and voice. Specific attention was given to barriers to women's productivity (access to inputs and skills, for example) and barriers to women's participation and voice (from employers, vested interests, and men in the agricultural sector, for example). A central assumption was that companies would support improvements in women's status as rights-holders only if those improvements enhanced the companies' economic results.

STRUCTURE OF THIS REPORT

Following this introduction to the research objectives and methods, chapters 2 through 5 provide the contextual information necessary to interpret the results of the case studies and develop recommendations. Chapter 2 describes how agribusinesses can influence women's empowerment and human rights. These relationships are reflected in the framework, described in chapter 3. Chapter 4 presents an overview of the setting for the case studies, including government spending and support to agriculture, awareness of CSR and CSV in the private sector, and the legal framework for a rights-based approach to women's

empowerment. Descriptions of the case study companies and commodities of interest (cotton, maize, groundnuts, sugarcane, sorghum, and cassava) follow in chapter 5. Based on the company profiles and other fieldwork, chapter 6 summarizes the challenges involved in linking women to agribusiness in Zambia, and chapter 7 follows up by describing specific findings on how the case study companies are promoting gender equality and empowering women. Chapter 8 presents conclusions and recommendations for linking women to agribusiness in Zambia and similar contexts through CSR, CSV, and rights-based approaches to empower women.

CHAPTER TWO

AFRICAN AGRIBUSINESS AND EQUITABLE DEVELOPMENT FOR WOMEN

Many of the steps to foster women’s equitable inclusion in agribusiness reflect broad human rights principles such as equality, participation, empowerment, and nondiscrimination. These principles can be embodied to a greater or lesser extent in corporate policies, procedures, philanthropy and social responsibility programs, shared value approaches, and comprehensive human rights–based approaches. This chapter discusses why equitable development for women is an important objective for agriculture and agribusiness, and it describes how some businesses are starting to align their practices with an array of social responsibility, shared value, and human rights objectives and standards. These ideas are the springboard for the framework for this study, which is discussed in detail in the next chapter.

GENDER EQUALITY AND WOMEN’S WORK IN AGRICULTURE

Women’s participation in labor markets is improving globally and in Zambia, but persistent and pervasive gender differences prevail in relation to productivity and earnings across sectors and jobs. As emphasized in chapter 1 and in the *World Development Report 2012* (World Bank 2011), women are not worse farmers, workers, or entrepreneurs than men, but they are disadvantaged in important ways. Women often find themselves in a “productivity trap” because, for a wide range of reasons, they can take only the least productive and least remunerative jobs—jobs that offer little hope of advancing to something better. For example, rural women’s access to credit, a secure land title, and productive inputs is stymied by market and institutional failures as well as social norms. Responsibilities to care for other family members restrict the time that women can invest in commercial activity. Where women farmers have unequal access to resources, their crops yield 20–30 percent less than men’s crops (although these differences can range widely, from as much as 40 percent in Nigeria to as little as 4 percent in Western Kenya). Yet when women and men farmers have been given the same access to the same input (fertilizer), women have outproduced men—by 11–16 percent in Malawi and 17 percent in Ghana, for example.

Women farmers have participated in projects designed to integrate small-scale farmers in large numbers into value chains to meet local demand. The intention is for farmers to work through market mechanisms as opposed to government policies and programs, which can prove ephemeral. In several instances, this inclusive approach to value chain development has yielded considerable benefits for women in agriculture,⁴ and this experience may be relevant for improving women's links to agribusiness in Zambia and other African countries. Empirical research has shown there are many benefits for including women in agricultural supply chains. Women smallholder farmers usually produce better crop quality compared with men, thus delivering better-quality products. At the same time, women can grow the supply base by recruiting more outgrower farmers and members of producer organizations. Rural men migrate to urban centers in search of jobs, so in the longer term more women are in charge of the farms. Lastly, women can make a stronger brand and improve access to premium markets (Chan 2010).

The issues and barriers highlighted in *Investing in Women's Employment: Good for Business, Good for Development* (IFC 2013b) also appear relevant for Zambian women working as small-scale farmers, formal or informal employees, or entrepreneurs. Case studies from two agribusinesses (Finlays Horticulture in Kenya and Mriya in Ukraine) feature in the report, which finds that barriers to women's employment can be cultural as well as regulatory. Cultural barriers include biased expectations and preferences, inequalities in the development of human talent, time constraints, and unequal traditional gender roles. Regulatory barriers can be related to working hours and industry restrictions, parental benefits, workplace protections, and retirement and pensions.

More generally speaking, it is becoming widely understood that economies benefit when more women are employed (IFC 2013b). Closing the gender gap in labor force participation could boost GDP by 5 percent in China, 9 percent in Brazil, 27 percent in India, and 24 percent in Egypt. At the same time, employing women is good for society, given that women reinvest 90 percent of their income in the

⁴ Grahame Dixie, Agribusiness Adviser, GFADR, World Bank, personal communication.

health and education of their children, compared with 40 percent contributed by men (IFC 2013a). Finally, women's full economic participation is good for firms, because it means that overall performance improves, thanks to a wider talent pool, greater innovation, and better access to new markets. Equal participation in labor markets has dramatic implications for household dynamics, however, requiring men and women to reallocate their time across a range of activities to accommodate household chores, child care, and elder care.

BUSINESS OPERATIONS, HUMAN RIGHTS, AND WOMEN'S EMPOWERMENT

Human rights are at the heart of gender equality and women's empowerment as employees and entrepreneurs. The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted human rights, labor, environmental, and anticorruption principles. Many international companies, including some based in Africa and others with operations in Africa, have signed the Global Compact and the UN's Guiding Principles on Business and Human Rights.⁵ The Women's Empowerment Principles (WEPs), developed by the UN Global Compact in association with UNWomen, provide guidance on key areas where private companies can contribute to improvements in gender equality and women's empowerment. Worldwide, almost 700 chief executive officers (CEOs) have signed on to the WEPs. Zambian CEOs have yet to sign the Statement of Support for the WEPs to signal their commitment and support to gender equality.

Another important resource, the Guide to Human Rights Impact Assessment and Management (IBLF and IFC 2010), assists companies to assess current and prospective risks with regard to human rights and their business practices. The guide provides an extensive list of rights relevant to business operations, explains the advantages

⁵ Some have criticized the UN Global Compact as another example of the North imposing social and environmental conditions on the trade and commercial activities of the South. Others contend that the survival of companies depends upon shared values and principles.

of considering human rights (and the financial, reputational, and legal risks of not considering them), and offers guidance on how companies can prevent or mitigate any problems in relation to those rights.

The guide notes that whereas many companies do not use the language of “human rights,” most cover a number of human rights issues through their policies and procedures (IBLF and IFC 2010, 9). For example, companies have occupational health and safety policies and procedures, and increasingly they are introducing statements prohibiting the use of child labor into their contracts with third-party suppliers. Under the Universal Declaration of Human Rights (UDHR), the health and safety of employees comes under Article 6 (the right to life), Article 23 (the right to just and favorable conditions of work), and Article 25 (the right to health); child labor comes under Articles 6 and 26 (right of protection of the child and right to education). Companies may not explicitly regard health, safety, and child labor issues as “human rights” issues, but they are addressing them through individual health, safety, and labor measures.

Many companies would like to improve their performance on human rights issues, but they are uncertain how to do so. In 2013, the International Finance Corporation (IFC) convened a forum for multinational businesses to identify practical steps that private companies could take to implement a human rights-based approach to business and development, and it is preparing new guidelines along these lines. In its Policy on Environmental and Social Sustainability, IFC states that it is “the responsibility of business to respect human rights independently of the state duties to respect, protect, and fulfill human rights” (IFC 2012b).

IFC’s Performance Standards on Environmental and Social Sustainability and Guidance Notes (IFC 2012a)

provide useful information for businesses to identify, mitigate, and manage risks and impacts for environmental and social sustainability. The standards include elements of human rights, with the aim of ensuring that businesses respect human rights, avoid infringing on the human rights of others, and address any adverse impact on human rights that businesses may cause or to which they may contribute. The Performance Standards reflect a number of the ILO and UN international conventions and instruments mentioned previously. They clearly outline the proposed due diligence that businesses can carry out with respect to:

- » Assessment and Management of Environmental and Social Risks and Impacts (Performance Standard 1).
- » Labor and Working Conditions (Performance Standard 2).
- » Resource Efficiency and Pollution Prevention (Performance Standard 3).
- » Community Health, Safety, and Security (Performance Standard 4).
- » Land Acquisition and Involuntary Resettlement (Performance Standard 5).
- » Biodiversity Conservation and Sustainable Management of Living Natural Resources (Performance Standard 6).
- » Indigenous Peoples (Performance Standard 7).
- » Cultural Heritage (Performance Standard 8).

In sum, the private sector has considerable leverage to act in ways that are economically and socially advantageous. The next chapter develops a framework for examining how the private sector might include and empower women in agriculture and agribusiness, ranging from purely philanthropic to more business-oriented and rights-oriented approaches.

CHAPTER THREE

A FRAMEWORK FOR UNDERSTANDING AND IMPROVING WOMEN'S LINKS TO AGRIBUSINESS

Development approaches that seek to link women to agribusiness can take the private sector or gender equity as starting points. The framework developed for this research incorporates private sector approaches to development as well as gender equity approaches, and it looks at them in the context of six domains that are critical to women's economic and social activities (government, workplace, marketplace, environment, community, and home). The development approaches are discussed in detail, with particular attention to corporate social responsibility and creating shared value (two private sector approaches) and human rights (a gender equity approach). The six domains are described at the end of the chapter and detailed in table 3.2, which shows the relationships between all elements of the framework.

PRIVATE SECTOR AND GENDER EQUITY APPROACHES TO DEVELOPMENT

The private sector approaches considered in designing the framework include corporate philanthropy, corporate social responsibility, and creating shared value. Gender equity approaches include needs-based approaches and the human rights-based approach. In Africa, some of these approaches are better known than others (box 3.1).

CORPORATE SOCIAL RESPONSIBILITY AND CORPORATE PHILANTHROPY

Corporate social responsibility is a continuing commitment by a company to behave ethically and contribute to economic development while improving the quality of life of its workforce and their families, as well as of the local community and society at large. More precisely, CSR can refer to the way in which companies exercise responsibility and accountability for the economic, social, and environmental impacts of their business decisions and behaviors.

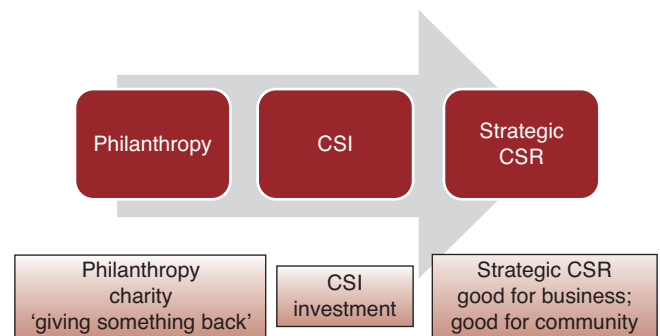
BOX 3.1. CSR, CSV, AND HRBA IN AFRICA

In Africa, corporate social responsibility is better known and more widely applied than creating shared value or the human rights-based approach. CSR in Africa tends to focus on HIV/AIDS and sustainable development, especially environmental protection. Gender and agriculture have received much less attention, although some work has been done on gender and agricultural value chains (Farnworth, Akamandisa, and Hichaambwa 2011). Nizeyimana (2011) describes the four levels of responsibility commonly associated with CSR—economic, legal, ethical, and philanthropic—and identifies four means of fostering CSR in Sub-Saharan Africa that should be tackled simultaneously: increasing consumer awareness and market pressure, undertaking legal and policy reforms, focusing on management education, and asking donors and nongovernmental organizations to promote CSR and hold private enterprise to account. These means can all be used to empower women in agribusiness.

Companies tend to take one of three main approaches to CSR (figure 3.1). A company can engage in *corporate philanthropy*, generally in the form of an ad hoc charitable approach to meet needs in the community. Alternatively, a company can engage in *corporate social investment*, a more structured approach in which the company's philanthropy is aligned with its core business activities. A third choice is to pursue *strategic CSR*, in which philanthropic activities are aligned with core business purposes and strategically chosen—the activities are explicitly policy-driven, anchored in relevant legislation, and aligned with recognized benchmark standards (GIZ 2012). Strategic CSR is conceptually similar to creating shared value (discussed next).

A CSR program often embodies particular economic, legal, environmental, ethical, and discretionary principles. For example, programs may promote better labor laws and decent working conditions; mitigate the effects of globalization; emphasize more environmentally sustainable production, distribution, and consumption; and improve local communities and social services. A range of social accounting, reporting guidelines, and standards are in use, such as the United Nations Global Compact. Critics of CSR argue that it can be little more than window dressing—in other words, a means of distracting observers from a company's potentially damaging core business (tobacco and petrochemical companies are often cited in

FIGURE 3.1. FORMS OF CORPORATE SOCIAL RESPONSIBILITY



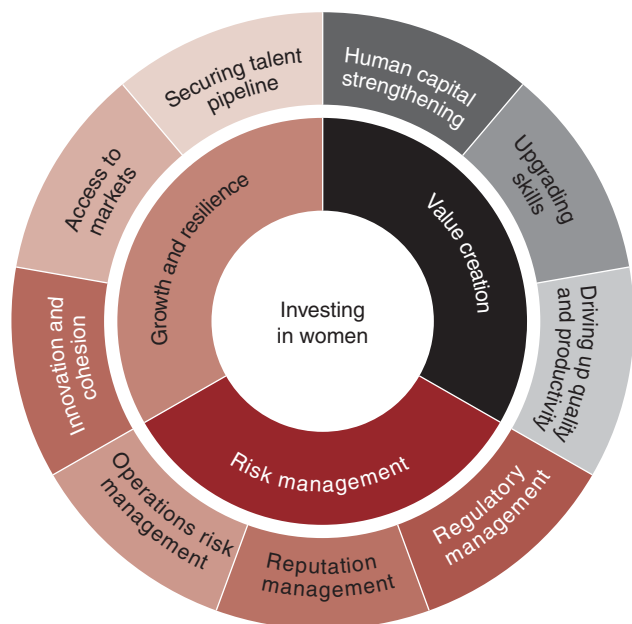
this regard). Others assert that CSR draws a company's attention away from its principal economic role. Supporters consider CSR to be an ethical way of doing business that can also have positive economic results for the firm (everybody gains something).

CREATING SHARED VALUE

Creating shared value is based on the notion that a company can improve its competitiveness by adopting policies and operating practices that advance socioeconomic conditions in the communities where the company operates. Like CSR, CSV focuses on identifying and expanding the connections between societal and economic progress. Unlike CSR, which is often grounded in philanthropy, CSV can be described as the business case for women to participate equitably and productively in development led by the private sector. As explained by Michael Porter, the leading exponent of the concept, “Shared value is where you address a societal or environmental problem with a business model, and do it at a profit. . . . There is a fundamental alignment between good business productivity and moving the needle on many social needs.”⁶ The three main elements of CSV are (i) appreciating societal needs and reconceiving products and markets accordingly; (ii) redefining productivity in value chains; and (iii) enabling local cluster development. Figure 3.2 presents the case for business to make a deliberate effort to promote women's employment.

⁶Presentation to the World Bank Group, October 17, 2013, based on Porter and Kramer's (2011) landmark paper, “Creating Shared Value: How to Reinvent Capitalism—and Unleash a Wave of Innovation and Growth.”

FIGURE 3.2. CREATING SHARED VALUE—THE BUSINESS CASE FOR INVESTING IN WOMEN’S EMPLOYMENT



Source: IFC 2013.

APPROACHES BASED ON NEEDS AND RIGHTS (GENDER EQUITY)

Human rights encompass human beings’ multiple civil, political, social, economic, and cultural roles and thus extend beyond a concern for human beings’ physical needs—for food and shelter, for example. Rights always trigger obligations and responsibilities, whereas needs do not (see box 3.2, which briefly describes a needs-based approach).

Rights cannot be addressed without raising the question of who is obligated to fulfill those rights. In the context pertinent to this study, the rights-holders are the women employees and suppliers of an agribusiness, as well as external workers contracted by the business. The duty-bearers (the institutions obligated to fulfill their rights) are national and local government and the private employer. Box 3.3 presents examples of rights and related obligations. For the purpose of providing targeted and practical recommendations, they have been broken down to reflect the domains in which companies and farmers are relating.

The state has precedence in ensuring that businesses comply with laws, protect human rights, and act ethically

BOX 3.2. ELEMENTS OF A NEEDS-BASED APPROACH

A needs-based approach to gender equity focuses on the social context and gives little emphasis to policy. The approach, in which charity is the driving motivation for meeting needs, is predicated on the notion that individuals deserve assistance, and that their needs can represent valid claims on society. Needs are determined by focusing on the manifestations of problems (and their immediate causes). The interventions identified to address those needs seek to achieve the development goals reflected in the needs of the group receiving assistance.

toward others through appropriate policies, regulations, and adjudication, as defined in the United Nations’ Guiding Principles for Business and Human Rights (OHCHR 2011). Business enterprises must act with due diligence to avoid infringing on the rights of others and to address adverse impacts. Rights in relation to agribusiness suppliers are less clear than those for agribusiness employees. The UN’s Guiding Principles also specify the need for victims’ greater access to effective judicial and nonjudicial remedy in case their rights are infringed. However, the UN’s Guiding Principles are weak on companies’ legally enforceable obligations with regard to human rights beyond complying with existing national laws, particularly beyond national borders.

A human rights-based approach to development integrates the norms, principles, standards, and goals of the international human rights system into the plans and processes of development. The approach recognizes human rights as an objective, recognizes the guiding principle informing development cooperation, and is based on international and national human rights laws, conventions, and protocols, among other legal provisions. HRBA dovetails with the activities of many development agencies, including the World Bank, that may not have policies, programs, or projects explicitly and deliberately aimed toward realizing human rights but that nevertheless promote human rights—for example, by promoting equitable development and improving poor people’s access to health, education, food, and water.

Three fundamental elements of a rights-based approach to development are indivisibility, inalienability, and

BOX 3.3. EXAMPLES OF RIGHTS AND THE OBLIGATIONS OF DUTY-BEARERS

The right to work. Every individual has a right to the opportunity to make a living by work that he or she freely chooses or accepts (in other words, one cannot be forced to engage in employment). The right to work requires the state to develop a system to guarantee that all workers have access to employment and to guarantee that workers will not be unfairly deprived of employment. Much of this responsibility falls to state actors as duty-bearers, but for companies it includes issues such as unfair dismissal, grievance procedures, forced labor, working conditions, and the employment relationship (for example, workers engaged by third parties).

The right to food. The right to food is established in many international treaties and other instruments, including Article 25 of the Universal Declaration of Human Rights (1948), the International Covenant on Economic, Social and Cultural Rights (ICESCR 1966), and the Convention on the Rights of the Child (1989). The right to food is particularly relevant to companies that provide for the basic needs of their workforce and the surrounding community, and those whose core business is the supply of food—including the companies studied for this report. Respect for the right to food requires that company activities do not pollute, harm, or otherwise

interfere with local supplies of food or people's ability to access them.

The right to an adequate standard of living. The ICESCR Article 11.1 mentions “the right of everyone to an adequate standard of living for himself and his family, including adequate food, clothing and housing, and continuous improvement of living conditions.”

The right to freedom from hunger and malnutrition. This right, also mentioned in ICESCR Article 11, may require immediate and urgent steps to improve methods of food production, conservation, and distribution by making full use of technical and scientific knowledge, by disseminating knowledge of the principles of nutrition, and by developing or reforming agrarian systems to achieve the most efficient development and use of natural resources. It may also require an equitable distribution of world food supplies in relation to need, taking into account the problems of both food-importing and food-exporting countries.

Source: Authors, based on the international treaties and instruments cited in the text.

equality. Indivisibility is the notion that human rights strengthen the achievement of other rights and are not optional. Inalienability means that rights cannot be given or taken away. Equality—which the state has an obligation to ensure and protect—means that all human beings are considered to be equal, and that disparities between the best and least served or least protected members of society will diminish as all individuals can realize their rights. All community members—women, the elderly, disabled persons, the poor, the landless, even individuals who are socially excluded—should have equitable opportunities to pursue a livelihood and meet their basic needs. Equitable opportunities can be fostered for women, for example, by improving their status within the family and community and increasing their meaningful participation at the decision-making level, as well as ensuring transparency and information sharing. The achievement of rights is not likely to be immediate, as such initiatives require financial support, but there should be a commitment to the progressive realization of rights, and progress should be monitored.

The most basic element of HRBA is to “do no harm.” In other words, the actions of government and the private sector must have no harmful effects on people. By these standards, an activity that benefits 70 percent of people in an area but negatively affects the livelihoods of the 10 percent who are most vulnerable—depriving them of food, water, or land, or damaging their environment—is not an acceptable activity.

COMPARISON OF THE APPROACHES

Table 3.1 shows how the aims of charity, needs-based, and rights-based approaches relate to those of CSR and CSV. The table shows how differences in orientation (needs versus rights, and charity versus entitlement) imply different strategies for addressing an issue—in this case, for linking women to agribusiness. For example, the rights-based approach can be considered more far-reaching than CSR, in that HRBA regards poverty as injustice (not simply the fault of the individual) and responds by empowering the

TABLE 3.1. CHARITY, NEEDS-BASED, AND RIGHTS-BASED APPROACHES IN RELATION TO CORPORATE SOCIAL RESPONSIBILITY AND CREATING SHARED VALUE

Charity approach	Needs-based approach	Rights-based approach	Relationship to corporate social responsibility and creating shared value
Has very few policy aspirations.	Focuses on the social context; little emphasis on policy.	Focuses on social, economic, cultural, civil, and political context. Policy oriented and linked to legal conventions.	No mention of legal rights, but recognizes all contexts of the rights-based approach as critical for business success.
Focuses on input, not outcome.	Focuses on input and outcome; works toward outcome goals.	Focuses on process and outcome; works toward outcome <i>and</i> process goals.	Focuses on process and outcome.
Emphasizes increasing charity.	Emphasizes meeting needs; accepts charity as the driving motivation for meeting needs.	Emphasizes realizing rights; regards charity as insufficient motivation for meeting needs.	Considers needs and demands as expressed by all participants, with the aim of recognizing all and expanding value.
Recognizes moral responsibility of rich toward poor.	Recognizes needs as valid claims on society.	Recognizes individual and group rights as claims toward legal and moral duty-bearers; recognizes that rights always imply obligations of the state.	Ideally, companies recognize the rights of workers, in line with the Decent Work agenda and government legislation—but this outcome is not guaranteed or mandated through legislation.
Regards individuals as victims.	Views individuals as objects of development interventions.	Empowers individuals and groups to claim their rights.	For example, provides women with information on their rights and empowers them to voice their claim to exercise those rights.
Regards individuals as deserving assistance.	Views individuals as deserving assistance.	Views individuals as entitled to assistance.	Recognizes that individuals are entitled to decent working conditions, and that decent conditions may in turn expand a company's production and enhance its value.
Focuses on manifestation of problems.	Focuses on manifestations of problems and immediate causes of problems.	Focuses on structural causes and their manifestations and on immediate causes of problems.	Focuses on both immediate causes and structural causes. Supports institutional development, empowerment, and capacity building, all aimed at fostering structural long-term changes, improvements, and win-win solutions.

Source: Adapted from Kirkemann Boesen and Martin 2007, and Mikklesen 2005 (after Collins, Pearson, and Delany 2002).

marginalized and poor to demand the rights to which they are entitled. HRBA considers developing country states and international donors alike to have a responsibility and obligation to these groups, not to have the luxury of providing or denying charity at their discretion.

ALIGNING THE DEVELOPMENT APPROACHES AND DOMAINS

The framework (table 3.2) looks at the development approaches along a spectrum from pure philanthropy, CSR, and CSV (the private sector approaches) to the needs- and rights-based approaches (in support of gender equity). The framework places these approaches in the context of six domains critical to women’s economic

and social activities: government, workplace, marketplace, environment, community, and home. Some overlap between the domains is inevitable. For instance, women consumers within the marketplace may include a company’s own workers or women in the surrounding community.

One challenge in developing the framework was to obtain accurate, current, and sex-disaggregated data for meaningful measurements of impacts and changes in private enterprises and for women (as employees, farmers, sharecroppers, entrepreneurs, homemakers, and so on). Another significant challenge was to identify the critical elements in each domain for supporting women’s integration in the private sector (see table 3.3). For that purpose,

TABLE 3.2. DEFINITIONS: CONCEPTS AND DOMAINS IN RELATION TO PRIVATE SECTOR AND GENDER EQUITY APPROACHES TO DEVELOPMENT

Concept			
Private sector approaches to sustainable development		Gender equity approaches to sustainable development	
Corporate philanthropy	Corporate social responsibility	Creating shared value	Human rights-based approach
Ad hoc charitable response to community needs. Recognizes moral responsibility of rich (company owners) toward poor. Responds to perceived needs with inputs. Not focused on outcomes.	Companies exercise responsibility and accountability for the economic, social, and environmental impact of their business decisions and behaviors. Structured corporate philanthropy / redistribution / needs-based approach, aligned with core business activities. CSR can contribute positively to the image and goodwill of a company.	Company policies and operating practices advance the company’s competitiveness while advancing the economic and social conditions of the communities in which it operates (the win-win business case for development). Not a redistribution approach, CSV aims to expand the total pool of economic and social value.	Integrates the norms, principles, standards, and goals of the international human rights system into the plans and processes of development. Linked to national and international legal responsibilities, and identified rights-holders and duty-bearers. Rights-holders are empowered to actively claim their rights. Duty-bearers meet national and international obligations and endeavor to address specific HRBA needs of their internal and external publics.

Six domains critical to women’s socioeconomic activities, with related human rights

Government

Sets framework of policy, legislation, trade, and fiscal support for business (such as equitable access to common services, business development services, and extension support), including ratification of international legal and human rights protocols that support gender equality and human rights and eliminate discrimination. Includes government programs and initiatives (including initiatives of the Ministry of Gender), ending gender-based violence, and constitutional reforms aimed at improving gender equity in land ownership, succession, and other legal domains and strengthening the status of rights-holders (for example, the draft constitution). May use controlling or supportive mechanisms (incentives, rewards, fines, and penalties) to ensure compliance. These mechanisms can be regarded as “external costs” to private enterprises.

TABLE 3.2. *continued*

Workplace

Internal functioning of workplace: working conditions and social protection, occupational health and safety, equal opportunity, equal remuneration in salary and benefits (including interactions with unions, and in line with ILO's Decent Work agenda), maternity protection, support with child care and parental leave, protection against discrimination, representation and voice, and contracts with outworkers and suppliers. Human rights policy should be available within the company, in public documents, and on the website. Distinction between formal workplaces and informal, insecure, and precarious forms of employment. Very clear interaction with gender and rights. Some of these rights are baseline requirements, but companies can make a range of conditions and interactions available.

Marketplace

The kinds and quality of products that a company produces, where and how it procures the resources for these products, and the impact of these products on the health and safety of consumers and society. Markets include consumers of the company's products, financial markets (interaction with shareholders), and business-to-business markets, as well as value chains, with particular emphasis on the role of women. They also include business organizations and private sector bodies that reflect, represent, and lobby for the interests of business in general and sectors/industries in particular (for example, associations of women entrepreneurs), and the prevalence of cooperation, strategic partnerships, or competitiveness among members. Codes of conduct, standards, and policies may influence CSR and human rights practices (social, economic, and environmental sustainability). May have some positive public relations results (and even ethical requirement in the local setting) for the company to be involved in CSR and human rights; conversely, the company has a responsibility to shareholders to maximize profits. Discussion regarding how to find a win-win balance.

Environment

Company activities range from “do no harm” to active prevention of pollution, waste management, energy conservation, and recycling. Also includes corporate strategies related to climate change, biodiversity, and resource security.

Community

Company activities range from ad hoc donations to regular, structured support for community activities, such as schools and education programs (for example, for girls and young women), sporting associations, women's organizations, youth groups, child-care and health programs (especially for HIV/AIDS), and the arts, as well as involvement in local development initiatives. This kind of corporate giving is often linked to marketing and branding. This domain also includes awareness of barriers (cultural and others) that militate against women's pursuit of a full role in farming, employment, community, and other areas of life.

Home

The role of the individual and family is particularly important when considering women's interactions with the private sector, and the impact of CSR, CSV, and HRBA—the empowerment, agency, and inclusion of women in the agricultural sector. This domain includes such concerns as the time available for women to participate in work outside of the home; power to make decisions over resource use, access to land, production, and income; voice; ownership of resources; and access to credit (see WEAI). Barriers to women working outside the home are also considered in this domain.

Note: CEDAW (Convention on the Elimination of All Forms of Discrimination against Women); ICESCR (International Covenant on Economic, Social and Cultural Rights); ILO (International Labour Organization); NEPAD (New Partnership for Africa's Development); SADC (Southern African Development Community); UN (United Nations); and WEAI (Women's Empowerment in Agriculture Index).

the Women's Empowerment in Agriculture Index was an especially important tool.⁷ By measuring the empowerment, agency, and inclusion of women in the agricultural

sector, the index helps to identify strategies for overcoming related obstacles and constraints. The index is composed of two subindexes: one measures five domains of empowerment for women (5DE) using a survey-based methodology, and the second measures gender parity (and in the process the relative extent of women's “disempowerment”) within the household through a survey involving the principal women and men in each household.

⁷ The WEAI (USAID and OPHI, undated) was developed by the International Food Policy Research Institute and the Oxfam Poverty and Human Development Initiative, in association with the U.S. Agency for International Development and Feed the Future (a U.S. government initiative on global hunger and food security).

TABLE 3.3. CONCEPTS AND DOMAINS IN RELATION TO PRIVATE SECTOR AND GENDER EQUITY APPROACHES TO DEVELOPMENT: EXAMPLES OF CSR, CSV, AND HRBA ACTIVITIES

	CSR	CSV	HRBA
Government	Zambia Breweries—road safety and drinking-driving campaigns.	Cargill—five months of maternity leave instead of three months according to Zambian law.	ILO Convention Maternity Protection.
Workplace	Cargill—occupational safety clothing.	KASCOL—encouraging women farmers. Mobile-banking services provided on-site.	ILO Occupational Health and Safety Convention. Cargill—strict Occupational Health and Safety rules at ginnery.
Marketplace	KASCOL—part of crop is sold to Fair Trade International Europe and premiums are returned to the community.	Zambia Breweries—expands cassava beer production, supports women and youth entrepreneurs. Cargill diversification of crops.	UN Guiding Principles on Business and Human Rights.
Environment	Cargill—supports water and sanitation and renewable energy activities.	KASCOL—agro-chemical use is controlled and environmental health checks carried out.	Human right to (a clean and healthy) environment, ICESCR (Article 11.1).
Communities	KASCOL—library, health center, HIV and AIDS training, and sports clubs’ activities. Cargill—chicken projects. EPFC—HIV and AIDS activities.	Zambia Breweries—produces beer from cassava, a “female crop,” and protection of water source serving both community and brewery.	CEDAW (Article 14.2). UN Resolution on the right to water and sanitation. Right to health (CESCR Article 12); right to food (CESCR Article 11.1).
Home	EPFC—rewards best performing farmers (goats, T-shirts, certificates) and intervenes in conflicts.	KASCOL—community courts; loans, grants provided to farmers for tertiary education, business training.	CEDAW (Article 14.2).

Because the WEAI quantifies factors leading to empowerment and disempowerment, it is possible to identify approaches for improving the 5DE empowerment scores (thus enhancing the positives) and approaches for reducing the disempowerment scores (thus reducing the negatives). This scoring mechanism can be adopted, adapted, and applied in any work aimed at empowering and enhancing the status of women. The methodology has been rolled out in Zambia, where it has identified the lack of time, poor access to credit, and lack of leadership in groups as the greatest contributors to women’s disempowerment.⁸

⁸Two areas of disempowerment (time poverty, and the lack of credit) dominate all others across regions, ethnic groups, and variations in tribal cultural mores (matrilineal or patrilineal society, and so on). With respect to women’s time poverty, for example, EPFC staff estimate that women perform 70 percent of hand shelling of groundnuts. Men are not as interested in this difficult, time-consuming task. To reduce women’s work as well as the risk of aflatoxin (a health risk that also reduces the quality of the shelled nuts), EPFC provided small mechanical shellers to groups, which paid for the shellers from the proceeds of the harvest.

The gender equality conceptual framework developed for the *World Development Report 2012* (World Bank 2011) was also helpful for conceptualizing the relationship between economic development and gender outcomes (box 3.4). Other important contributions to the framework came from the Decent Work Country Profile Indicators developed by the International Labor Organization (ILO), the United Nations Guiding Principles on Business and Human Rights (2011), and the Guide to Human Rights Impact Assessment and Management (IBLF and IFC 2010).

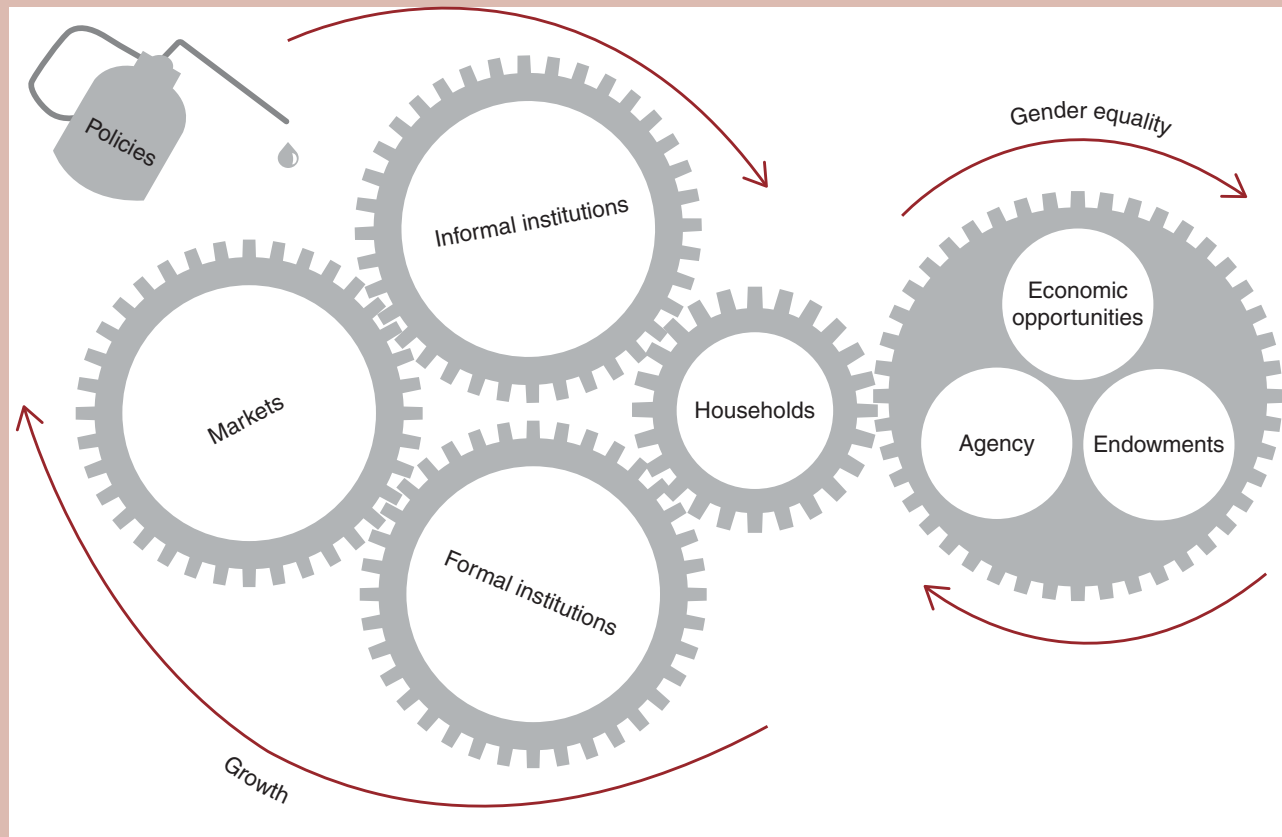
BOX 3.4. ECONOMIC DEVELOPMENT AND GENDER OUTCOMES

The *World Development Report 2012* presents a model of how household decision making, markets, formal institutions, and informal institutions combine and interact to determine gender-related outcomes (see the figure).

Households make choices based on the preferences, incentives, and constraints of different family members, and in relation to each member's voice and bargaining power. Preferences are shaped by gender roles, social norms, and social networks (the informal institutions in the figure). Incentives, in turn, are influenced by markets (including markets for labor, credit, land, and goods), which determine the returns to household decisions and investments. The interplay between formal institutions and markets gives rise to constraints

(including all constraints pertaining to the functioning of the state) and also reflects the influence of informal institutions. Voice and bargaining power of household members are defined by a range of factors, including their ownership of and control over resources, their ability to leave the household (exit options), and social norms. The framework shows how the benefits of economic development (the combination of higher incomes and better service delivery institutions) on gender outcomes emerge from the workings of households, markets, institutions, and their interactions. The model coincides with a principal theory of creating shared value, which is that the impact of increased gender equality on growth is in turn captured by the "gender equality" developed.

GENDER OUTCOMES RESULT FROM INTERACTIONS BETWEEN HOUSEHOLDS, MARKETS, AND INSTITUTIONS



Source: Drawn from World Bank 2011.

CHAPTER FOUR

SETTING THE SCENE IN ZAMBIA: THE CONTEXT FOR AGRICULTURE, AGRIBUSINESS, AND WOMEN'S ECONOMIC EMPOWERMENT

Agriculture remains the primary livelihood and source of employment for an estimated 66–80 percent of Zambia's population. Both agriculture and agribusiness have potential in Zambia, given the country's good soils, water, and climate (although for poorer farmers, soil quality and water availability can be problematic). In recent years, yields of most crops have been rising, and they will rise further if Zambia realizes its considerable prospects for improving agricultural productivity.⁹ Continued economic growth and an expanding urban population will increase Zambia's demand for food. For these and other reasons, the government assigns high priority to agriculture.

Agricultural households still concentrate primarily on producing food for their own consumption rather than on income-generating agricultural activities. Most farms in Zambia are small—72 percent of households cultivate less than two hectares annually—and do not occupy the most fertile land with the best water supply.¹⁰ The main challenges for these households—and agriculture as a whole—are low productivity, poor access to markets, the limited size of markets, high production costs (especially input prices), high cost of finance, relatively low investment by the private sector, and very low investment in research—compounded by land fragmentation, environmental degradation, and climate change (Tembo and Sitko 2013). For instance, although the use of fertilizer has been increasing, only about 55 percent of Zambian farmers use this input, and most of it is applied to maize. Although crop yields appear to be rising, they still remain well below global averages. Farmers could do much better.

⁹Note that the maize harvest for the 2013/14 season has hit record levels.

¹⁰Zambia National Agriculture Investment Plan (NAIP) 2014–18. NAIP focuses on four key areas: sustainable use of the natural resource base; infrastructure and market access; food security and disaster management; and research and technology. As a result, virtually no funding is available for basic research, extension, or other agricultural programs.

BOX 4.1. GENDER EQUALITY IN ZAMBIA “AT A GLANCE”

Women in Zambia make up 64.3 percent of the rural population and 68 percent of the economically active female share of population in agriculture. Twenty-five percent of rural households are female headed, whereas the share of female share of agricultural holders stands at 19.2 percent (FAO 2011b).

Zambia ranks 119 out of 142 countries in the Global Gender Gap Index 2014 (World Economic Forum 2014) by the World Economic Forum, which captures gender-based disparities across countries and regions. Zambia has a very low rank compared with other Southern African countries with most gender gaps on economic, political and health criteria in the Southern African region; neighboring countries Mozambique (27), Malawi (34), Botswana (51), and Zimbabwe (63) rank much higher.

Zambia ranks lower (50) than neighboring Malawi (1) and Mozambique (2) on the labor force participation indicator, with 73 percent of female labor force participation compared to 86 percent male. Nevertheless, Zambia (along with Burundi) is included in the top 10 countries of the equality survey indicator, suggesting equal wage for similar work between male and female laborers.

Like many other African countries, Zambia has signed international conventions guaranteeing women’s equal rights to land, but their incorporation into national legislation is not yet complete. Customary law, personal status, and marriage law in Zambia are exempt from the non-discrimination clause in Zambia’s constitution, rendering women in traditional marriages and especially in rural areas vulnerable to discrimination when it comes to realizing their rights (World Bank and IFC 2013).

The top 10 percent of smallholders are capable of achieving yields that are one to nearly four metric tons higher than the average, depending on the crop. Contract farming and outgrower schemes continue to increase and have potential to involve significant numbers of women, if the advantages and benefits are made clear.

Women are key agricultural workers in Zambia, but great inequity remains in gender roles and the gender balance in agricultural value chains (see box 4.1). Added to that, the private sector displays limited interest in fostering

women’s advancement in more commercial agricultural value chains and enterprises. However, as shown in the experience of the case study companies, innovation, learning, and progress are occurring in this respect (see chapters 5 and 7).

GOVERNMENT SPENDING AND SUPPORT TO AGRICULTURE

Government spending on agriculture rose from 12.2 percent of the national budget in 2007 to 13.6 percent in 2011, exceeding the 10 percent spending goal set by African heads of state under the 2003 Maputo Declaration. Yet more than 80 percent of these resources go to procure and distribute maize through the Food Reserve Agency (FRA) and to subsidize inputs delivered under the Fertilizer Support Program and Farmer Input Support Program (FISP). Gender-disaggregated data on recipients of this support are not available, but it is likely that such support goes overwhelmingly to men.

The government supports gender-sensitive research and extension, but in practical terms government agencies have limited knowledge and evidence of the role played by women in agriculture, and very little data are collected on women’s agricultural activities by subsector. This fundamental lack of information perpetuates the limited understanding of barriers to men’s and women’s participation in agriculture and agribusiness.



GROWING AWARENESS OF CSR AND CSV IN ZAMBIA'S PRIVATE SECTOR

In Zambia, companies are just starting to embark upon CSR initiatives. A 2012 report on CSR in 29 countries of Sub-Saharan Africa where the German Development Cooperation is active reports that in Zambia:

The government has been instrumental in providing a basis for social and environmental development . . . and civil society seems to be ready to play a constructive role in the CSR dialogue. To date, the business sector has approached CSR as an effort to “give something back” to the country and community in which they operate, mostly focusing on social and health issues to contribute to social stability which is the “right thing to do” and will also benefit their own operations, i.e., productivity and profitability. Environmental sustainability has received very limited attention in Zambia. (GIZ 2012, 257).

Many companies advocating CSR or CSV are multinationals, making it challenging to identify which of their CSR or CSV activities are specific to Zambia. Nevertheless, Zambia has a number of active CSR and CSV proponents. Several South African companies with substantial operations in Zambia have instituted CSR programs, albeit largely philanthropic. They include the major retailers Shoprite (with its FreshMark Suppliers and Homemade Initiative),¹¹ Spar,¹² Pick'n'Pay,¹³ and Game,¹⁴ which are significant buyers of local agricultural produce. Zambia Breweries (also a subsidiary of SABMiller, a South African firm) has an enterprise development program explicitly based on CSV. In one of the few specific references to CSV in Zambia, the company's *Sustainable Development Report 2009–2011* notes that “the guiding principle for the enterprise development program is ‘Creating shared value’ and not corporate philanthropy. In creating shared value, the business case provides real and

tangible benefits to the stakeholders on both sides of the equation.”¹⁵

KASCOL, a sugarcane production company, has a strong development component and seeks to be inclusive.¹⁶ The company includes low-income producers in the supply chain and as shareholders in decision making and profit sharing. Of the outgrowers employed in the smallholder scheme, 28 percent are women, whose employment has reportedly given them a strong voice in household decision making (Mujenja and Wonani 2012).

TechnoServe, a nonprofit that focuses on business solutions to poverty, is running a four-year soy value chain program in Mozambique and Zambia that aims to increase the annual incomes of 37,000 poor smallholder families by an average of US\$200. Under the program, funded by the Bill & Melinda Gates Foundation, TechnoServe works with Cargill Zambia, a major agribusiness. The project leverages the extension and logistical capacities of participating agribusiness partners and farmers' organizations to support smallholders' access to inputs and agricultural technology, and to strengthen and stabilize access to markets (Technoserve 2012).

Although the Zambian government has been relatively silent on the significance of CSR or CSV, on the one hand it has passed the Citizens Economic Empowerment Act (2006) and created the Citizens Economic Empowerment Commission to enable marginalized populations to participate effectively in the economy through dedicated funding and arrangements between the public and private sectors.¹⁷ On the other hand, Zambia has scant capacity to monitor and protect labor rights, including those of women and children. The Ministry of Labor and Social Security has a limited presence at the local level (22 offices in 109 districts), making it difficult to report on labor issues and abuses.

¹¹ Shoprite's corporate responsibility approach is described in the “Sustainability” section of its website. The company issues annual reports on its sustainability program. See <http://www.shopriteholdings.co.za/Sustainability/CorporateGovernance/Pages/Introduction.aspx>.

¹² SPAR Zambia's CSR website: http://www.spar.co.zm/?page_id=45.

¹³ See the Pick'n'Pay program for its seafood supply chains, “Sustaining Goodness,” at <http://www.picknpay.co.za/picknpay/content/en/distribution>.

¹⁴ See “Corporate Social Investment” on the Game website, http://www.game.co.za/game_csi.

¹⁵ See <http://www.sabmiller.com/docs/default-source/investor-documents/reports/2012/sustainability/zbg-sustainable-development-report-2012.pdf?sfvrsn=4>. SABMiller's Sustainable Development Reports are available on its website: <http://www.sabmiller.com/>.

¹⁶ Note, however, that its environmental record has not always been strong, and conditions for seasonal and casual laborers differ from the conditions of permanent employees.

¹⁷ Ministry of Commerce, Trade, and Industry, <http://www.mcti.gov.zm/index.php/about-mcti/statutory-bodies/citizens-economic-empowerment-commission>.

LEGAL PROVISIONS FOR A RIGHTS-BASED APPROACH TO WOMEN'S EMPOWERMENT IN ZAMBIA

The private sector in Zambia has little if any experience with an explicit rights-based approach to women's empowerment. Based on the literature review and interviews conducted for this study, the prevailing views of companies working in Zambia on broadly addressing human rights in their operations can be summarized as follows:

- » “*Do no harm*”—the private sector takes care not to fall below the basic levels set by international

human rights provisions, and not to incur the wrath of government.

- » “*Follow the leader*”—globally—Zambian companies (and their parent organizations) are eager to be seen to be doing the “right thing” in terms of CSR and global trends associated with the UN Global Compact and the UN Business Principles.
- » “*Give something back*”—companies concentrate on supporting social and health issues to promote social stability in the communities and countries where they operate, because it is “the right thing to do” (GIZ 2012).

BOX 4.2. INTERNATIONAL AND NATIONAL HUMAN RIGHTS LAWS, CONVENTIONS, DECLARATIONS, AND PRINCIPLES PERTINENT TO WOMEN'S ECONOMIC EMPOWERMENT IN ZAMBIA

- Universal Declaration of Human Rights (UDHR)
- International Covenant on Economic, Social and Cultural Rights (ICESCR)
- International Covenant on Civil and Political Rights (ICCPR)
- Convention on the Elimination of Discrimination Against Women, including the right to freedom from discrimination against women in rural areas (CEDAW, Article 14.2)
- UN Guiding Principles on Business and Human Rights, and the Women's Empowerment Principles
- ILO International Labor Standards
- ILO Declaration on Fundamental Principles and Rights at Work (GP12)—including freedom of association and the effective recognition of the right to collective bargaining; elimination of all forms of forced or compulsory labor; effective abolition of child labor; and elimination of discrimination in respect of employment and occupation
- ILO Declaration on Social Justice for a Fair Globalization
- ILO Equal Remuneration Convention 100
- ILO Discrimination (Employment and Occupation) Convention 111
- ILO Occupational Safety and Health Convention 155
- ILO Termination of Employment Convention 158
- ILO Maternity Protection (Revised) Convention 183
- Convention on the Rights of the (girl) Child
- UN Convention on the Rights of Persons with Disabilities (CRPD)

- Africa Women's Rights Protocol, as well as SADC and NEPAD protocols
- Zambia's constitution,^a laws, and national policies

Within the ICCPR, some of the specific rights relevant to this study include the following:

- Right to freedom of opinion, information, and expression: ICCPR, Article 19 (and UDHR, Article 19);
- Right to freedom of assembly: ICCPR, Article 21 (and UDHR, Article 20)
- Right to equality before the law, equal protection of the law, nondiscrimination: ICCPR, Article 26 (and UDHR, Article 7; ILO No. 111)

Within the ICESCR, other rights relevant to this study are the following:

- Right to health: ICESCR, Article 12—see General Comment 14, paragraphs 11–12
- Right to work: ICESCR, Article 6 (and UDHR, Article 23)
- Right to enjoy just and favorable conditions of work (including rest and leisure): ICESCR, Article 7 (and UDHR, Articles 23 and 24)
- Right to form and join trade unions, and the right to strike: ICESCR, Article 8 (and UDHR, Article 23; ILO No. 98)
- Right to (a clean and healthy) environment: ICESCR, Article 11.1
- Right to food: ICESCR, Article 11.1—see General Comment 4, paragraph 8(b))

^a Zambia's draft constitution (April 30, 2012) contains issues such as protection of the rights of children, environmental protection and the right to enjoy a safe and healthy environment, and fair labor practices. It states that men and women are equal and have equal opportunity and equal rights of inheritance, as well as civil and political rights and economic, social, and cultural rights.

BOX 4.3. MEASURING PROGRESS TOWARD DECENT WORK IN ZAMBIA

According to the International Labour Organization (ILO):

The overall goal of Decent Work is to effect positive change in people's lives at the national and local levels. The ILO provides support through integrated Decent Work Country Programs developed in coordination with ILO constituents. They define the priorities and the targets within national development frameworks and aim to tackle major Decent Work deficits through efficient programs that embrace each of the strategic objectives. . . . The Decent Work agenda offers a basis for a more just and sustainable framework for global development.

*ILO (International Labour Organization).
"Decent work agenda."
[http://www.ilo.org/global/about-the-ilo/
decent-work-agenda/lang--de/index.htm](http://www.ilo.org/global/about-the-ilo/decent-work-agenda/lang--de/index.htm).*

The Decent Work Country Profile for Zambia assesses progress toward decent work across 10 thematic areas, looking at (1) employment opportunities, (2) adequate earnings and productive work, (3) decent hours, (4) combining work, family, and personal life, (5) work that should be abolished, (6) stability and security of work, (7) equal opportunity and treatment

in employment, (8) safe work environment, (9) social security, and (10) social dialogue and workers' and employers' representation. Twelve indicators are used to monitor decent work:

- Employment-to-population ratio, 15–64 years.
- Measure of discrimination by disability.
- Informal employment.
- Female share of employment in ISCO-88 groups 11 and 12 [Legislators and senior officials; Corporate managers].
- Occupational injury rate, fatal.
- Union density rate.
- Youth not in education and not in employment, 15–24 years.
- Minimum wage as percent of average median wage.
- Child labor as defined by International Conference of Labour Statisticians resolution, by age, sex, and economic activity.
- Labor inspection rate.
- Working poor.
- Share of population aged 55 years and above benefiting from a pension.

Source: ILO 2012.

» "Go the extra mile"—the private sector responds to serious health and social issues within the country, such as HIV/AIDS, malaria, tuberculosis, and other lethal diseases, and helps to combat the worst forms of child labor.

A number of international and national human rights laws, conventions, declarations, and principles form the basis of women's economic empowerment

in Zambia (box 4.2). ILO's "Decent Work" concept and agenda reflect "the understanding that work is a source of personal dignity, family stability, peace in the community, democracies that deliver for people, and economic growth that expands opportunities for productive jobs and enterprise development."¹⁸ ILO's Decent Work Country Profile uses 12 indicators to assess women's and men's access to decent work in Zambia (box 4.3).

¹⁸ ILO, "Decent Work Agenda," <http://www.ilo.org/global/about-the-ilo/decent-work-agenda/lang--de/index.htm>.

CHAPTER FIVE

THE CASE STUDY COMPANIES AND COMMODITY SUBSECTORS

The case study companies vary in important ways and were selected partly to provide insights based on those variations. Cargill Zambia and Zambia Breweries are subsidiaries of multinational firms, whereas EPFC is a small, not-for-profit limited company working with farmers' cooperatives. KASCOL is a social experiment in which a Zambian limited company with farmer membership has developed from a large, government-owned sugarcane estate.

CSV and human rights feature significantly in the public identity of Zambia Breweries and its parent company, but the other firms mention these concepts little, if at all, in their literature and public discourse. Conversely, the actions of Cargill and KASCOL indicate that they clearly accept their roles as duty-bearers and have strong ethical principles. EPFC has limited financial capacity to act beyond a strictly business case, but at least it is “doing no harm.” In working with crops that are important for food security and that have commercial value, including staples (groundnuts, maize, cassava, sorghum) and local fruits and vegetables, these companies support the human right to adequate food. Even if market prices fall, farming families will have a secure food supply.

Cargill Zambia focuses on cotton, maize, and other grains; EPFC on groundnuts; KASCOL on sugarcane; and Zambia Breweries on barley, maize, sorghum, and cassava. Some of the crops, such as groundnuts, are more traditionally farmed and controlled by women (even if they receive help from family members in some stages of the production cycle). Cotton and maize have typically been controlled by men. It may prove easier to connect women groundnut producers to agribusiness and markets than to bring women producers into the value chains for maize and cotton, because significant training, support, and awareness raising will be required to change social norms.

Market and price fluctuations are a risk for all agribusinesses. Larger companies have more capacity and ability to withstand seasonal highs and lows, but they must eventually

pass on world prices to farmers. For smaller companies such as EPFC, it is difficult to withstand global price fluctuations, and small-scale women and men farmers are even more vulnerable to them. Women typically have a more limited crop portfolio and thus a smaller margin for error, so if prices fall they are disproportionately affected.

An important aspect of fluctuations in prices of annual crops such as cotton, groundnuts, and maize is that when prices for one of these crops are low, farmers may easily change their production plans and grow one of the others. If agribusinesses want to maintain the flow of product under these circumstances, they need to cultivate a relationship with farmers. Cotton prices are especially volatile, posing problems for producers and processing firms alike. The case study companies have found that dealing with women is advantageous in this respect, as women are generally more loyal outgrowers. The sugar industry does not experience these problems in sourcing from farmers. Sugarcane must be grown relatively close to the processing facility, and Zambia has only one main buyer for the crop. Sugarcane stands are harvested repeatedly for years after they are planted, so the risk of farmers switching to another crop is low.

Based on the data available, which vary by company and subsector, the following sections describe the agricultural operations of each company and the commodities with which they are concerned. The appendixes provide more detail on all of the companies studied.

CARGILL ZAMBIA (COTTON)

As discussed, the cotton market experiences considerable price swings. Sharp gains in cotton prices after the 2011–12 season convinced more farmers to produce cotton, but world prices dropped by about 46 percent after the harvest. The disappointing prices that farmers received for their cotton spurred rioting in Chipata, Eastern Province, caused many farmers to switch to maize in the subsequent season. The risk that company growers might engage in side-selling—offering their produce to another company that promises a more favorable price—also increases the need to build enduring relationships with suppliers.

Cotton is a purely commercial crop and has no food value, except for livestock. Farmers usually grow other

grains and vegetables to supplement their income from cotton. Cargill Zambia encourages this practice as a strategy for limiting risk through NGO or other institutions' support.

The crop tolerates drought reasonably well but is generally grown with agricultural chemicals, which creates some risks. Chemicals that are more environmentally favorable are available but are more expensive. Application of the correct fertilizer is essential because of the relatively poor soils. Cargill Zambia is beginning to loan fertilizer to women's groups and trusted individuals, and will gradually expand this practice for all contracted suppliers. The company also supports climate change and conservation farming initiatives in Eastern Province.

The company's work with women's clubs has had very positive results. It has not only increased producers' yields but has also increased the number of women farmers contracting directly with Cargill (see chapter 7).

CARGILL ZAMBIA (MAIZE)

Maize is Zambia's staple crop, grown by 86 percent of smallholders in 2011–12. The market for maize is large, and the government's Food Reserve Agency is a major player. The agency buys large amounts from farmers, who sometimes complain of payment delays.

Research is supporting the introduction of improved varieties, including orange maize, which has nutritional benefits. In 2012, about 55 percent of small- and medium-scale farm households planted first-generation hybrid maize seed. About 45 percent planted seed of local varieties or recycled hybrid seed, neither of which yield as well as new hybrid seed. Cargill—one of the world's largest maize buyers—has begun to supply maize seed (with and without fertilizer) to its women's clubs and to individual smallholders as an alternative to cotton. Cargill is encouraging crop diversification and production through partnerships with other organizations, such as Technoserve, Bill and Melinda Gates Foundation, and the Competitive African Cotton Initiative (COMPACI). As part of its CSV approach, Cargill procures maize from deprived local communities. It offers the communities a guaranteed market and generally a higher fixed price.

EPFC (GROUNDNUT)

Women traditionally have been responsible for growing, processing, and selling groundnuts, although as commercial opportunities have developed, men have become more interested in the crop. Recent research¹⁹ confirms that in many households both men and women help to produce the crop (with men contributing more during land preparation and harvesting) but regard it specifically as a woman's crop. Women usually have the decision-making control at all points of the production cycle, and they decide what to do with the resulting income.

Groundnuts resist drought and tolerate flooding reasonably well, but the crop requires considerable labor to produce, which often discourages farmers from producing much more than is needed for household consumption. Groundnuts enhance household nutrition; they also generate income for the household when a surplus is available for sale, or when the crop is grown under contract.

Few farmers use improved seed. In 2012, for example, 78 percent of EPFC farmers used local seed, which yields less than fresh seed of improved varieties. The risks of aflatoxin contamination are considerable, and groundnuts produced for export will have to be tested to ensure that they meet stringent standards. Unpredictable prices are another risk with this commodity, and contracting companies must deal with the potential for side-selling and losing contract farmers' loyalty. Despite the risks, groundnuts are generally profitable for individual small-scale farmers and the contracting company. EPFC plans to expand the scope and range of its groundnut operations.

KASCOL (SUGARCANE)

KASCOL's business model differs from that of a typical multinational such as Cargill or Zambia Breweries or a cooperative such as EPFC. KASCOL is a sugarcane production and support services company that originated in 1980 when the Zambia Sugar Company needed to expand its sources of sugarcane, and the Zambian government saw an opportunity to involve smallholders as

suppliers to the industry. The government donated about 4,000 hectares, 2,500 of which would be leased to smallholders. KASCOL would plant sugarcane on the remaining area to meet its overhead costs, provide services to the smallholders to support sugarcane production, handle large operations such as replanting and harvesting, and liaise with the sugar company. The sugar company would purchase the harvested cane and provide irrigation water. This setup has ensured smallholders' participation and given them a voice in decision making. The smallholders' association has strong representation on the KASCOL board and has successfully negotiated improvements in smallholders' conditions. Smallholders have become shareholders in the company.²⁰

KASCOL provides a secure working environment for farmers and staff alike. Most KASCOL staff are seasonal workers engaged from April to December during the peak season, as it is too difficult to work with cane during the rainy season. At first production was dominated by men smallholder farmers, but over time, an increasing number of female-headed households have started to participate, encouraged by KASCOL, which reportedly considers the women to be more responsible and trustworthy than the men (box 5.1 emphasizes the value of the training provided to women farmers). For the same reason, KASCOL hires women as fieldworkers and set a quota of 50 percent women in a recent recruitment drive. Some of the tasks involved in sugarcane production are notoriously arduous, however; to date, no women have applied to be cane cutters.

Water shortages can constrain sugarcane production, but the sugar company provides irrigation, and KASCOL provides other inputs and advice. Sugarcane is a purely commercial crop, and for their own food security, smallholders also tend to produce vegetables and even raise chickens (although these activities can also generate income). Prices for sugar are generally good, however. Zambia Sugar, which has a virtual monopoly as a purchaser of sugarcane, sets the price on a regular basis with KASCOL. Fairtrade International pays a premium

¹⁹ Unpublished (2014) research by EPFC, the International Food Policy Research Institute, and International Crops Research Institute for the Semi-Arid Tropics, shared with the research team.

²⁰ See Mungandi, Conforteb, and Shadbolt 2012.

BOX 5.1. TRAINING WOMEN FOR SUCCESSFUL CONTRACT FARMING



Agness Maseko became a KASCOL farmer in 1985. A single mother with five children, she had been working as a market seller. She saw an advertisement to recruit smallholders, and thought she would give it a go. She participated in the training (which she found very heavy work) and received four hectares to farm on graduation. There were very few women farmers back then. She has been a very successful farmer, and has now expanded to farm seven hectares. Like most of the smallholders, she has invested her profits; she has built three houses outside the farm, which she rents out.

price, which is passed on to KASCOL and returned to the community. The codependency between KASCOL and Zambia Sugar, and the monopoly market for sugar, prevent side-selling by individual farmers.

ZAMBIA BREWERIES (SORGHUM)

Sorghum—often considered a woman’s or poor man’s crop—is grown mainly for household consumption. In recent years, Zambia Breweries has procured sorghum for lower-cost beer production, although attempts to source sorghum from small-scale women farmers in Southern Province were met with limited success. Zambia Breweries successfully negotiated with the government to apply a lower excise tax rate of 10 percent for sorghum production, given the focus on procuring from smallholders.

ZAMBIA BREWERIES (CASSAVA)

Cassava, a low-value crop generally grown for household consumption, is an important staple in parts of Zambia, such as Northwestern, Luapula, and Western Provinces. Because it is a staple, cassava is considered a women’s crop. The crop’s poor nutritional value is somewhat compensated by its ability to survive in very poor soils and under punishing drought. In 2012, 70 percent of producers used local, unimproved varieties of cassava, indicating considerable potential for yields to increase.

Cassava is a bulky crop that deteriorates rapidly in quality after it is harvested, making it challenging to transport and market. Commercial production of cassava could increase, however. Based on the experience of its parent company (SABMiller) in Mozambique, South Sudan, Uganda, and West Africa, Zambia Breweries is planning to introduce mobile processing units and other appropriate arrangements for commercial production of cassava to make a new, cassava-based lager.

The new initiative will add value to local raw materials, consistent with the company’s “Base of the Pyramid” program, and in due course will add significantly to the company’s profits (in line with CSV principles). Particularly for the women whom it plans to enlist in growing cassava, Zambia Breweries is building a local skills base and creating employment opportunities that can improve incomes. The company seems well aware of the risks associated with introducing modern technologies into cassava production, and of the possibility that women farmers could be squeezed out of this emerging commercial crop by the men. The company has expressed its determination to learn from its attempts to procure sorghum from women farmers and address those mistakes with the new cassava initiative. As with sorghum, Zambia Breweries has a lower excise tax rate of 10 percent for cassava production (the tax on regular beer is 60 percent), because of the focus on procuring from smallholder farmers and having a positive focus on rural livelihoods. This places the company in a position to sell the cassava beer for about 70 percent of the price of regular beer. The government will monitor the production and selling price; if the price rises too high, the government could remove the tax benefit.

CHAPTER SIX

CHALLENGES IN LINKING WOMEN TO AGRIBUSINESS IN ZAMBIA

Some of the most consistent barriers to women's participation and empowerment in agriculture and agribusiness include limited and unequal access to finance, land, inputs, and labor; barriers to acquiring skills; and cultural and traditional forces, at home and in public life, that give women few options and little voice to pursue opportunities. Interestingly, most of the case study companies are actively attempting to address these challenges, although reaching women, especially poor women farmers, is not necessarily straightforward.²¹ The sections that follow offer examples of how some of the case study companies are circumventing multiple barriers to women's inclusion and empowerment. A full overview follows in chapter 7.

FINANCE

Limited access to credit is a major source of women's disempowerment.²² This is often caused by women's lack of collateral; financial institutions' perception of women as riskier; higher cost and low return; lack of customized products for women; and, often at times, high transaction costs of banking institutions operating in rural areas (IFC 2014). Zambia's commercial banks define small- and medium-size enterprises differently than government policy does, so commercial lenders may not serve small enterprises such as those commonly run by women. Unlike development banks, commercial banks provide no long-term financing,²³ which may also limit women's access to finance. The Bank of Zambia's financial inclusiveness policies and activities highlight women's difficulty in obtaining appropriate financial products and services. The Bank of Zambia can address that problem—for example, through the use of mobile (phone) banking, which could make it easier to deliver financial products and services specifically to women (Hallward-Driemeier 2013).

²¹ For much more detail on companies' strategies and interventions, see appendix A.

²² According to Chan (2010) and the results of the WEAL.

²³ Zambia has only one such bank—the Development Bank of Zambia.

Cargill Zambia has taken the exceptional step of developing two new microbanks, to be registered as cooperatives. The microbanks will be tested in at least three villages in Eastern Province, where a large number of Cargill's suppliers are based. Each bank will provide credit and savings facilities to its member farmers (including women). The local women's club has a reserved place on the microbank's board.

KASCOL has a different strategy for providing credit. It is working with the National Union of Plantation and Allied Agricultural Workers and First National Bank to provide mobile banking services on site.

LAND

Distortions and inequalities limit women's access to productive land, title to property, and succession laws (World Bank and IFC 2013b). A recent study in Zambia looked at how women are affected by resettlement, land consolidation, and land allocation in polygamous households in the locations where the Irrigation Development and Support Project (IDSP) is being implemented (World Bank 2014b). Although Zambia has signed international conventions regulating women's rights to land, their incorporation into national legislation is not yet complete. Customary law, personal status, and marriage law in Zambia are exempt from the nondiscrimination clauses in Zambia's constitution, rendering women in traditional marriages and in rural areas vulnerable to discrimination in terms of their property rights. Even when the government has taken positive steps to improve women's ability to purchase land, in some instances men have acquired land for themselves by putting forward women's names and paying the associated fees for the title (World Bank and IFC 2013b).

Giving land or a share of crop income to women can increase productivity in many ways. Women are trapped at low levels of production when they cannot expand their operations, not least by acquiring land, using it as collateral for obtaining a loan, and buying equipment for processing and irrigation (dams may be provided by projects or the government, but often there are no canals to women's farms, and women cannot afford the piping).

Some of Cargill's women's groups have negotiated for land from local chiefs, yet generally the lack of finance

and cultural inhibitions prevent women from acquiring new land. In polygamous marriages, for example, the husband may own the land and allocate the small, infertile portions to the women. In some cases, women are obliged to cultivate their husband's land before cultivating their own. Land and household possessions frequently revert to the husband's family after his death, leaving the widow destitute.

Smallholders' land is often located far from roads and infrastructure, which increases the cost of transporting crops to markets. It also reduces access to companies or other buyers of produce. As noted, Zambia Breweries is planning to overcome the difficulties of obtaining cassava within 24 hours of harvesting by locating mobile processing units near smallholders' land.

In some of the areas visited in Eastern Zambia, most land is owned by a few families and rented to farmers. KASCOL operates differently; it issues renewable leases to small-scale producers. Initially, leases were offered mainly to men, but now KASCOL prefers that female descendants take over the land and encourages them to do so. KASCOL also encourages succession planning, which tends to protect women's rights. KASCOL gets involved in any disputes regarding inheritance, but as this is leased land it is not representative of most land worked by smallholders in Zambia.

Finally, to produce certified groundnut seed, EPFC must comply with government requirements for producing healthy seed nuts with no genetic or biological contamination. To do so, farmers must have a minimum area of land on which no groundnuts have been produced for some years. This requirement can prevent women from being hired to produce seed.

LABOR

Zambia has many female-headed households, usually because of early death or illness from HIV/AIDS and other diseases, seasonal migration, and polygamy. When fewer laborers reside in the home and the household has less financial capacity to employ hired laborers, the amount of land that can be farmed is limited. Many women mentioned this issue to the study team. It also

appears that men are both more able and more inclined to pay for laborers than women.

The returns to women's labor are influenced by their access to inputs and their skill as producers. As discussed in the sections that follow, to link effectively to agribusiness initiatives, including initiatives to create shared value, women—individually and in groups—require equitable access to the inputs (seed, fertilizer, pesticide) and knowledge, skills, and support services (such as agricultural extension services) that will make them more productive and competitive farmers.

In many cases, farmers said that their children were helping with farm labor (land preparation, planting, and weeding), but most stressed that children were helping only outside of school hours. All respondents were aware that children should not handle agricultural chemicals.

KASCOL hires cane cutters and other staff to support smallholder farmers. It also built school facilities and a community-based child-care center, which free women to pursue farming and training activities. EPFC has provided shellers and other equipment to reduce physical labor requirements. Rapid payment for crops also assists farmers to hire laborers.

INPUTS

Essential farming inputs generally include seed, fertilizer, chemicals (insecticide, herbicide), hand tools, and machinery. Poor soils and insufficient water are two of the most significant constraints on smallholders' yields, although the lack of improved seed and machinery also plays a role.

All smallholders face difficulties in obtaining inputs of good quality, yet women typically face more serious financial constraints and often cannot obtain credit to purchase inputs. Part of the problem is that men typically are listed as landowners, and most women have no collateral for loans. High-quality seed of high-yielding varieties often is simply unavailable at the farm level, leaving farmers to recycle seed, which reduces their yields.

The case study companies usually provide some inputs to farmers on credit and recoup the outlay through the crops produced. Cargill Zambia provides loans to buy

cotton and maize seed as well as fertilizer. EPFC provides core inputs (groundnut seed, fertilizer) on credit and equipment such as shellers. KASCOL provides seed cane, fertilizer, agrochemicals, and implements, as well as mechanical services, cane harvesting, and haulage; the sugar company distributes irrigation water. Zambia Breweries attempted to provide sorghum seed to small-scale farmers, but it does not appear to have reached the intended recipients—women farmers in Southern Province. The company plans to provide improved planting material for cassava, but for now existing stocks will be used for the new cassava initiative.

INFORMATION, SKILLS, AND TRAINING

Women often cannot acquire the essential information and skills for commercial agriculture, such as technical production skills, a knowledge of trade, and general entrepreneurial skills—which often limits them to producing staples. Many women also lack the resources and skills to process and package their produce for larger markets, including labeling and barcodes, which means their produce looks inferior and receives lower prices. Women often have inadequate access to market information, or information is given out at council meetings and other such gatherings, which are dominated by men.

When training opportunities are available, husbands commonly do not support their wives' participation because they see them as interfering with their other responsibilities or because they will be put at risk among strangers, especially other men. Heavy household and domestic burdens can make women shy away from participating in agricultural programs and activities. In dealing with businesses, women may find themselves at a disadvantage because of their lack of negotiating power. Inadequate management capacity and unfamiliarity with new communication technology (mobile phones, Internet) can also cause women to continue to rely on men to manage the household's assets. Furthermore, women's knowledge of their rights is often limited, and even when they know their rights, they are reluctant to raise issues within their communities in public.

Few professionally qualified and experienced women extension officers are available, either within the government

system or the private sector.²⁴ Farmers interviewed for this study had little contact with government extension officers, except for farmers producing certified groundnut seed for EPFC (EPFC and government extension staff visit the farms to check the seed production fields as part of the certification process). One extension strategy for agribusiness is to provide knowledge and training to unqualified women farmers, who can then act as leaders and trainers of other women. The women leaders benefit from improved farming knowledge, potential income, and status, while the company reaches greater numbers of women farmers without violating social norms.

Over the years in Zambia, various government ministries have assisted women to join and form groups in very large numbers,²⁵ but these groups rarely become economically empowered by acquiring business skills and learning about business organizations and the dynamics of markets (supply, demand, and customer service). Much has been written recently on the importance of seeing “farming as a business,” and to this could be added seeing “farmers as entrepreneurs”—women and men who can mobilize and manage resources, access information, identify economic opportunities, and coordinate and manage production and supply to meet the ever-changing requirements of the markets. These ideas have led a number of organizations²⁶ to strengthen the skills of small-scale producers to improve their chances of linking to lucrative and emerging commercial markets.

The research shows that increasing women’s participation in smallholder-based supply chains as producers and employees, and improving the technical support they receive, can help to maintain or increase production volumes and improve productivity (thus helping to cut or maintain margins), as well as reduce management costs for the companies. Increasing women’s participation can

²⁴ Note that throughout Africa, only 7 percent of extension service officers are women, which helps to explain why in Ghana, for example, 12 percent of male farmers received extension visits, whereas 2 percent of women farmers received them (World Bank 2011).

²⁵ Groups are mobilized through departments/units of the Ministries of Community Development and Mother and Child Health, Gender and Child Development, and Agriculture and Livestock, with support from various UN agencies, donors, and civil society and faith-based organizations.

²⁶ For instance, TechnoServe, COMACO (Community Markets for Conservation), and SNV (Netherlands Development Agency).

also help improve product quality and enhance the company’s ethical credentials, both of which can be critical in winning business and increasing market share in high-value and premium markets. For example, when Cargill Zambia realized that most women farmers were not benefiting from training provided by the company’s “cotton schools,” it designed special programs for women and delivered them through “women’s clubs” at the village level. Women farmers’ productivity increased demonstrably as a result (chapter 7). Cargill continues to look at ways in which its contract farmers can grow as the company’s business partners.

Skills can be provided in an equitable manner through the Ministry of Agriculture and Livestock’s training and support schemes, through targeted support from business-minded CSOs and NGOs,²⁷ and most significantly by the private sector itself (such as through the Zambia National Farmers’ Union) as a means of creating shared value. In this way, women and men alike can have the potential to realize even greater returns from their labor.

EPFC trains women and men together at the village level to make it easier for women to participate, and it tries to recruit women leader farmers to reach smallholders more easily. This outreach appears to be paying off: some of EPFC’s groundnuts meet the high standards set by COMAGRI (the European Parliament’s Committee on Agriculture and Rural Development) and are processed and marketed through the “It’s Wild” premium brand of agricultural products.

Training in entrepreneurship can also create links between women and agribusiness. Aside from offering training in farming techniques to women and men, Zambia Breweries trains women and youth in entrepreneurship and business development in the context of the company’s soft-drink business. Zambia Breweries has alerted the Zambia Federation of Associations of Women in Business (ZFAWIB) to the market opportunities that will arise from the brewery’s new cassava-based lager, anticipating that ZFAWIB can play a leading role in convincing women entrepreneurs to sell the brewery’s new product. In other words, Zambia Breweries not only connects with

²⁷ Such as TechnoServe, Musika, and Profit+.

the women who can supply cassava to make the beer but also networks with the women business owners who can market it. Zambia Breweries has also been instrumental in establishing two women's packaging cooperatives, to which it outsources some of its packaging activities from factories in Lusaka and Ndola.

KASCOL supports entrepreneurship by training women and men in agricultural techniques, and it liaises with the Zambia Chamber of Small and Medium Business Associations to provide business training to smallholders, regardless of gender. In addition, the company offers scholarships and time off of work for smallholders or laborers to pursue relevant courses of study.

ISSUES RELATED TO GENDERED SOCIAL NORMS AND BEHAVIORS

Women's multiple roles in the home, at work, and in the community frequently limit their mobility and confine them to employment in saturated and low-value markets. Consequently, they cannot increase their income to buy equipment and are unable to obtain larger business contracts. Men dominate household decision making, and power sharing with women is an issue. Men will rarely allow their wives to travel long distances or be away from home for long periods. In agricultural cooperatives, women's participation in governance and management is often limited.

Women fear reporting cases of mistreatment, harassment, sexual abuse, bullying, or human rights infringements

because they fear reprisals. As discussed, in some communities polygamous marriage undermines women's status and access to property. Sometimes women have to cultivate their husband's land before cultivating their own, and women's produce is consumed before men's produce, whereas men are able to buy assets with the income from their crops.

Local beliefs often shape which activities are considered suitable for women to pursue in their free time. In most household interviews, it was apparent that girls and women spent their nonworking time on household chores, while boys and men played and rested. KASCOL sponsored a netball team for smallholders and laborers, but women's participation dwindled as they lacked time to practice, whereas the men enjoyed participation in a sponsored football team.

The case study companies have attempted to address some of these cultural sensitivities. The companies involve both women and men in their training and sensitization programs, particularly in relation to HIV/AIDS awareness and support. Cargill Zambia's "women's clubs" were established to give women greater access to training, but the clubs are also open to men to mitigate any suspicion or opposition to the clubs by men. From zero clubs in 2010, the number of women's clubs increased to 599 in 2012 and 800 were registered in 2013. EPFC includes gender awareness issues in its regular training programs. KASCOL carries out monitoring with a view to identifying and preventing domestic violence. KASCOL also operates a local court system, in which cases can be resolved within the community.

CHAPTER SEVEN

FINDINGS ON GENDER EQUALITY AND WOMEN'S EMPOWERMENT IN THE CASE STUDY COMPANIES

What do the case study companies' policies, practices, and working conditions reveal about their commitments to gender equality and women's empowerment? Table 7.1 looks at the level of women's engagement in the case study companies, and table 7.2 is an overview of the companies' commitments to employees. The tables show encouraging results. The case study companies are supporting the economic efficiency, productivity, and profitability of their operations while promoting economic benefits for women.

As chapter 6 has shown, however, women have few easy or direct paths to participation in agribusiness. Companies may find it necessary to recalibrate the strategies and incentives they adopt for including women. Recent experiences of Zambia Breweries, EPFC, and Cargill provide some insight into the trial, error, and lessons involved in that process.

REFINING AGRIBUSINESS STRATEGIES TO INCREASE WOMEN'S PARTICIPATION: THE IMPORTANCE OF HOUSEHOLD, COMMUNITY, AND CULTURAL DYNAMICS

Zambia Breweries had made deliberate efforts to procure sorghum from women producers in southern Zambia (specifically from villages around Lusitu, now in Lusaka Province, and Siavonga in Southern Province). The company engaged an agent to obtain the sorghum on its behalf and duly purchased the sorghum in the belief that the agent had obtained it from the women suppliers targeted by the company. The field research for this study found that events had not gone according to plan, however. The designated agent for the brewery had actually engaged a third party, who did not take the brewery's purchasing intention into consideration. When researchers

TABLE 7.1. WOMEN'S ENGAGEMENT WITH THE CASE STUDY COMPANIES

Measure of engagement	Company			
	Cargill Zambia	EPFC	KASCOL	Zambia Breweries
No. of workers	480 full-time	12	430 (all) 28 (full-time)	NA
Of which are women (%)	67 (14%)	2 (17%) 200 (in marketing season)	78 (22%) 7 (25%)	NA
Other employment statistics	6 operations officers (2 women) 3 women in key technical posts	–	Unionized fixed term: 39 (1 woman)	–
Farmers	106,000	6,273	160	140 (packaging work outsourced to new women's group)
Of which are women (%)	30%	50% (approx.)	51 (32%)	100%
Other types of engagement	Women's clubs (in 2009, 18% of all contracts issued to women farmers; in 2013, 34%–35% of all contracts issued to women farmers)	10% lead farmers (12 women, or 10% of all lead farmers; 40% of group members are women)	–	Cassava development (plans for development of new cassava-based lager to involve 70% women farmers as contracted suppliers, from targeted 2,500 households)

Note: NA = not applicable.

visited Lusitu, they found that farmers (women and men) had little or no knowledge of any arrangements to sell sorghum to the brewery.

In Siavonga, the CSO “Harvest Help” acted as a “non-commercial” agent for Zambia Breweries and enlisted a number of women to grow sorghum to supply the brewery. This effort was complicated by the late arrival of seed and fertilizer for the planting season, as well as exceptionally poor rains in the most recent growing season. These developments show that even when a company succeeds in making arrangements that are intended to benefit a specific group of suppliers, a lack of other support (timely input supplies) and the vagaries of weather can bring disappointment for farmers as well as the company.

Cargill developed a creative solution to its difficulties in contracting women to produce cotton in Eastern

Province. With the support of COMAGRI, Cargill created more than 2,000 “cotton schools” with the target of improving both the quality and quantity of cotton sourced from more than 100,000 local small-scale producers. Very soon, Cargill realized that the farmers who were being trained were mostly men, whereas the farmers who were working in the field were mainly women. It was believed to be unacceptable for women farmers to attend training alongside men.

Cargill decided to approach the training from another angle. It promoted the establishment of “women's clubs” that were affiliated with the cotton schools and offered training in the village, where it was more acceptable for women to participate. As a result, some 35,000 women produce cotton for Cargill. The share of contracts issued directly to women has doubled. The training has been instrumental in disseminating good farming practices for

TABLE 7.2. CASE STUDY COMPANIES' COMMITMENTS TO EMPLOYEES

Commitment	Company			
	Cargill Zambia	EPFC	KASCOL	Zambia Breweries
Inclusion	Yes <i>Supervisors rewarded for including women, people with disabilities, and so on in their teams; women protected from exposure to chemicals (risks during pregnancy)</i>	Yes	Yes <i>Women protected from exposure to sprayers (risks during pregnancy) and provided with protective clothing</i>	Yes
Equal opportunity	Yes <i>Target of at least 30% women in supervisory jobs; Country Director is a woman; evidence that staff are encouraged to move upward and laterally</i>	Yes	Yes <i>50% quota for women in some jobs, such as planters</i>	Yes <i>Women given opportunity to stand in for supervisor/boss when that individual is on leave, and so on</i>
Equal pay	Yes	Yes	Yes	Yes
Guiding principles	Yes <i>Guiding ethical principles strictly adhered to on sexual harassment, bullying, and so on</i>	Yes <i>Has draft gender policy</i>	Yes <i>Based on Zambian constitution: no intimidation, no discrimination</i>	Yes <i>Policies on sexual harassment, HIV/AIDS in place</i>
Mother's Day	Yes	Yes <i>For permanent staff</i>	Yes <i>Available to all but temporary workers</i>	Yes
Other	Yes <i>5 months maternity leave available (national requirement 3 months); awareness raising and training on HIV/AIDS; all staff get transport allowance</i>	Yes <i>Person dedicated to mainstreaming gender; training includes HIV/AIDS and discussions on gender</i>	Yes <i>Health clinic in place on estate; transport for school children; study leave available (with loans on occasion)</i>	Yes <i>Identifying agribusiness sectors where women are prevalent (for example, sorghum, cassava); established outsourcing work to income-generating group of 140 women; supporting women and youth in marketing soft drinks</i>

cotton (and maize, another commodity in which Cargill is interested), including field preparation, the use of manure and inorganic fertilizers, planting, weeding, spraying chemicals, and harvesting to conservation farming standards.²⁸ Many of the women's clubs have started to grow

a more diverse range of crops, produce poultry, and open grocery stores—using the power of the group to engage in a wider range of economic and entrepreneurial activities (see box 7.1).

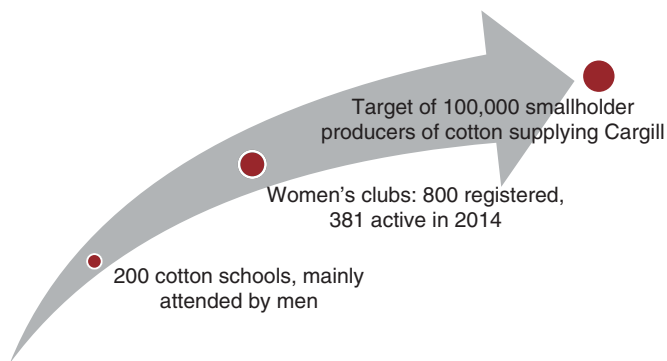
Figure 7.1 depicts the progress from cotton schools to the proliferation of women's clubs. From a zero-base in 2010, approximately 800 women's clubs registered with Cargill

²⁸ This was noted as having a positive impact on women by Norwegian Aid.

BOX 7.1. ORGANIZING WOMEN PAYS DIVIDENDS

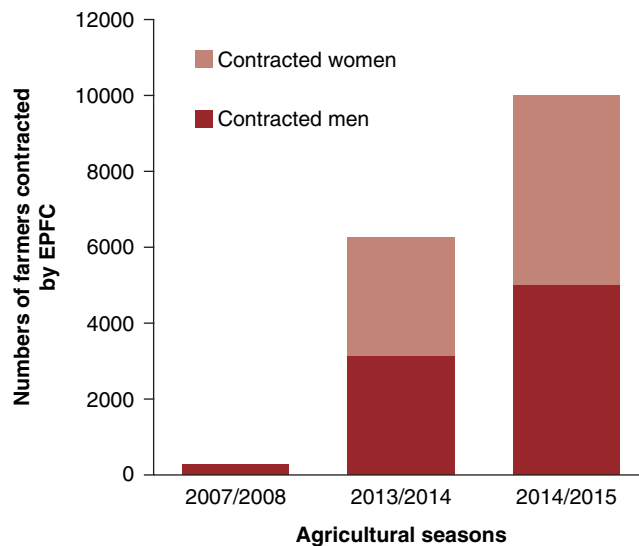
Much of the activity by the case study companies to integrate women into their businesses focuses on working with women who belong to groups—generally mixed (men and women) groups, clubs, or cooperatives of producers, employees of various kinds, and entrepreneurs. Naturally, some entrepreneurial women will prefer to operate as individuals, but groups have in many cases created a valuable platform for peer support, advancement, and advocacy. Women in particular may start to pursue new income-generating activities, such as growing new crops or producing poultry. Training offered through the group may give women access to new knowledge and skills that they would not otherwise have acquired. Through group-based mechanisms, women may obtain loans or participate in support and empowerment programs offered by various ministries (Gender and Child Development, Agriculture and Livestock, or Community Development, Mother and Child Health). The increased levels of self-confidence developed through participating in training programs have been shown to contribute to women’s leadership skills within their groups as well as within their communities.

FIGURE 7.1. FOCUSING ON WOMEN HELPS CARGILL ZAMBIA REACH THEIR TARGET



Zambia, of which 599 were active in 2012, 307 in 2013, and 381 in 2014. These numbers fluctuate depending on the attractiveness of growing cotton, including actual and expected market prices, and they show how poor cotton prices in 2012 affected the number of women’s clubs growing cotton. A buyer from Cargill expressed her belief that the company’s CSR activities were critical in building relationships with farmers: “Last year when production

FIGURE 7.2. INCREASING NUMBERS OF EPFC’S SMALLHOLDER FARMERS AND PROJECTIONS



was down, the other companies only reached 60 percent of their targets, but we were still able to reach 90 percent, as the farmers like to sell to us.”

EPFC has also set a specific target for the number of farmers with whom they want to work (figure 7.2). The company believes that it can easily reach the target if it succeeds in involving women.

In sum, pro-women approaches that ignore prevailing gender relations can lead to failure, and they are not likely to be sustainable. In reviewing the experience of Zambia Breweries with women sorghum producers, Harvest Help emphasized that if companies hire women and only women to supply produce, gender relations within communities and families can suffer. This issue is relevant to Cargill Zambia as well. The company will need to pay close attention to gender relations at the community and family levels to forestall any potential opposition or backlash to supporting women. When Cargill supported the formation of women’s clubs, the company was careful to include men.

EPFC management noted that in several cases women leader farmers faced interference from their husbands, who resented their wives’ need to travel and talk with other men. On one occasion a man came to the office to

say that he did not want his wife to act as a leader farmer and wanted to take over her role. The staff talked with him and convinced him to allow her to continue. The discussion proved successful and she has continued to do well.

In a more positive sense, the interviews conducted for this report emphasized how men's contributions in the household, community, and prevailing culture were critical to women's ability to claim their rights. Successful women smallholders and laborers all commented on the support provided by their husbands and families. They had received moral support and encouragement to participate; physical support in the sense of labor, access to land, and equipment; and assistance with household tasks to attend training sessions, meetings, or work. All noted that the income they provided to the household was valued. Some single or childless women managers interviewed for this report commented that they felt it would be difficult to carry out their jobs if they had children or household responsibilities, however. Box 7.2 describes one married woman's career and family trajectory.

These experiences show that both women and men need to be aware of the benefits of women's participation in agribusiness initiatives and be sensitive to any changes in their respective roles and leadership positions. Otherwise, any gains could be short lived. Most households surveyed for this report had male and female members. Women farmers were working with some groups, whereas their husbands were sometimes working with others. Men generally assisted with their wives' farming operations. Such support is valuable, but it is still important for women to have their own contracts and to receive their payments directly. In this way, they will have a better opportunity to negotiate how the money should be spent within the household (box 7.3).

PROVIDING DECENT WORK FOR MEN AND WOMEN EMPLOYEES

All of the case study companies employ staff for processing, administration, and management. These workers include full-time or casual labor. Cargill Zambia, Zambia Breweries, and KASCOL have codes of conduct and/or

BOX 7.2. RISING THROUGH THE RANKS IN CARGILL ZAMBIA: A PERSONAL STORY



Sophie Kanyemba began work in LINTCO in 1987 as a buyer, working in the field, without any qualifications. She has remained through the company's incarnations as Clark and then Cargill, and has gradually risen through the ranks. She studied for a Certificate in Accounting and is now an Accounting Assistant, working in inventory. Sophie is still studying. She has received some support from Cargill, such as help with exam fees.

Sophie continually strives to improve her performance and is happy that the company also strives for an ethical high ground. The company looks at the staff and they all look at each other as equals, not as women or men. Ideas are encouraged to be shared by everyone. It is particularly beneficial to workers that there is not a very steep hierarchy in place. If Sophie feels that she has a good idea, she can tell her immediate boss; if that person concurs, they can both go to the country manager to discuss it. Sophie is a union member and active on the union representative committee, and feels that the company is open to discussing work conditions.

ethical principles that govern working relations with their employees and appear to be well known and clearly understood by all workers. Strict rules are in place to deal with harassment and other workplace issues.

The conditions for decent work also include a strong focus on workplace safety and health; Cargill Zambia is particularly strong in this regard, emphasizing worker safety and protection by providing good quality safety clothing

BOX 7.3. THE IMPORTANCE OF INDIVIDUAL CONTRACTS FOR WOMEN FARMERS



Elizabeth Nkomo, secretary of Vwala Women's Club established in conjunction with Cargill, stated that all the group's members have individual farming contracts with Cargill. The contracts are mainly in the women's names—only one woman had a contract in her husband's name. The cash is paid directly to them, and they say that their husbands are happy with the income they are earning for the family. Elizabeth said, "We do the work and take the risks, so we deserve the cash."

The women usually then have a discussion with their husbands on their needs and plan accordingly. The group has one male participant, unrelated to the women. He was the only one to be interested, and the women say it is useful to have a man involved if there is a particularly heavy task to carry out.

and regularly reinforcing good working practices. Staff of the case study companies receive training on occupational safety and health issues and are trained to perform technical tasks safely. For example, women laborers from Cargill and KASCOL reported that they are not permitted to lift loads as heavy as those lifted by the men. They were also clear on the positive role of the union and staff representatives in ensuring compliance with workplace safety and health rules. A travel allowance (in the case of Cargill) or bus transport for night-shift workers (Zambia Breweries) are important means of reducing travel time and making women's work safer; otherwise, the risks of traveling home alone in the dark may inhibit women from applying for shift work. Babies and children are not allowed into the processing plants of any of the companies for safety

BOX 7.4. EMPLOYMENT FOR WOMEN AS WELL AS MEN



Tamara Mubanga, the Environmental Health and Safety Coordinator in Cargill's Chipata plant, was encouraged to apply for her job because the advertisement for the post included a clause saying that Cargill welcomed women applicants. Despite being a young woman, she has not had any difficulties in dealing with the men working in the plant. They have a good professional relationship. She feels that there is no differentiation between men and women in the company, and she is not aware of any sexual harassment or bullying. She emphasized the important role of occupational safety and health, and the active incorporation of the Cargill Ethos every day in the plant.

reasons. Zambia Breweries also monitors the performance of one of its major grain suppliers, Miller Farms, in terms of labor conditions, workers' health status, numbers of women and men workers, minimum wages, and HIV/AIDS workplace programs (counseling and testing on HIV, including provision of antiretroviral drugs).

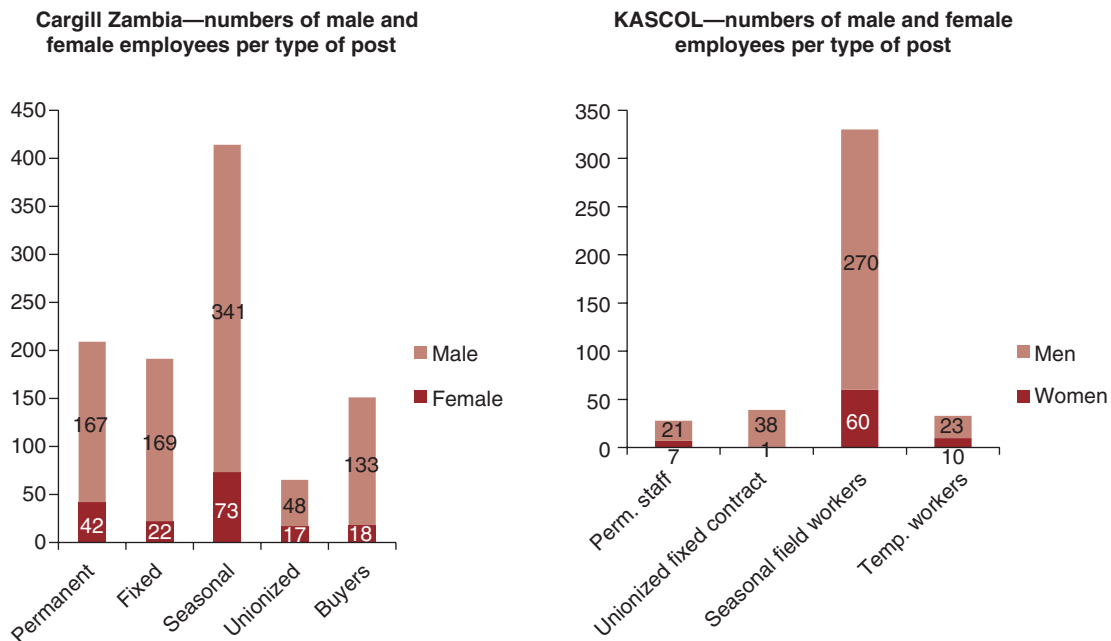
Mother's Day²⁹ is available to office staff and laborers in Cargill, Zambia Breweries, and KASCOL, and to office staff in EPFC. Cargill staff can take five months of maternity leave, well beyond the three-month minimum required under the law; Zambia Breweries offers five months, and the others offer the standard maternity leave.

The case study companies encourage women as well as men to apply for positions (box 7.4).³⁰ The greatest limitation faced by Zambia Breweries in increasing the

²⁹ One day per month that women are entitled to take off in association with menstruation.

³⁰ For the complete interview, see appendix A.

FIGURE 7.3. NUMBERS OF MEN AND WOMEN EMPLOYEES BY TYPE OF POST IN CARGILL AND KASCOL



number of women on its staff is that some positions within the company require specific skills, but few women apply for those positions when they are advertised. KASCOL and Cargill still have more male than women employees (figure 7.3), but it was evident from interviews with staff and management that they are aiming to increase numbers across the board. For KASCOL, the main difficulties with employing women are cultural: Women tend to follow their husbands when they are transferred to another workplace, are more likely to leave work to care for children, and are more likely to have little education. Study leave is available from KASCOL for relevant training, however (five days of paid leave for exams, and 14 days of study leave each year). Alternatively, women can have six weeks of unpaid leave per year. One field-worker supervisor said that her studies had been supported in this way.

PROVIDING SERVICES THAT IMPROVE WOMEN’S LIVES

Among the services offered by the case study companies—such as the training, production credits, microbanking, and travel allowances described previously—some stand out because they are provided specifically to save time for

women, who often say that they lack time to pursue more remunerative activities. For example, Cargill Zambia has invested in boreholes so women do not have to spend time traveling long distances to obtain clean water, and Zambia Breweries is planning similar investments. KASCOL provides a health facility within the farm area, which reduces travel time while supporting women’s health and productivity. As discussed, Zambia Breweries plans to use mobile processing units for cassava, which should not only reduce travel time but also ensure that more of the harvest remains in marketable condition. EPFC provides training in conservation farming (which helps to reduce crop operations) and is investing in labor-saving groundnut shellers. Concern remains that this labor-saving technology will displace women from a core, labor-intensive source of income, so its introduction must be managed with care to prevent women’s economic gains from dissipating.

Other nonagricultural services are likely to have a positive influence on gender equality and women’s empowerment in agribusiness. Cargill Zambia implements an impressive school-building program in close collaboration with the Ministry of Education, provides instructional materials, and has installed solar panels in all of its schools. This corporate social investment is aimed at developing

an educated local population, capable of becoming more skilled farmers, and at increasing loyalty to Cargill as the business partner of choice within the community. At the same time, the company is encouraging farmers to invest in additional income-generating activities, including alternative crops, poultry production, and beekeeping. KASCOL, which requires company land to remain within members' families, assists its members to write their wills, and it reports that in their wills more farmers are transferring land rights to their wives and daughters rather than their sons. KASCOL also adjudicates local disputes—a service that provides access to justice at a relatively low cost. It provides other community support services, including funding for a library, learning materials, and housing for teachers; scholarships; construction of a market and social club; sponsorship of sports teams; and environmental health management.

As discussed briefly in the previous chapter, some companies make an effort to limit gender-based violence. EPFC has conducted sensitization sessions focusing on men to reduce excessive beer drinking, which has considerable implications for gender-based violence. KASCOL adopts a household approach, which is especially suitable because members' families are located in the same area. KASCOL's Environmental Health Technician regularly checks households to detect issues such as gender-based violence and attempts to resolve them through negotiation and counseling. Zambia Breweries has worked with local chiefs to provide "ABC: Alcohol, Behavior, Communication" training, which is also offered via radio.

ENSURING THAT REVENUE FLOWS TO WOMEN

The case study companies also work to safeguard the proceeds from women's work and increase women's influence on household spending—both of which are critical for enhancing and sustaining women's economic empowerment. Cargill Zambia ensures that payments to farmer suppliers are not made to third parties (such as husbands).

KASCOL protects the financial rights of women farmers by dealing with them directly and issuing payments in their names. KASCOL also conducts business training and encourages saving as a habit among its members. When women farmers are the main suppliers, EPFC makes sure that contracts are signed with the individual women. It has also facilitated a session with men farmers on the need to give women farmers a chance to be in charge of the budget at home.

RECOGNIZING AND REWARDING WORK EQUALLY

Cargill Zambia has set standards regarding composition of work teams as well as work outputs, and field operations officers and managers are expected to meet these standards. Farmers achieving the highest yields receive awards; in the most recent harvest year 18 percent of the top 102 farmers were women. EPFC gives certificates, livestock (normally goats), and T-shirts to women and men farmers for loyalty, good management practices, and productivity. To recognize work by women entrepreneurs in Zambia, Zambia Breweries supports the annual "Month of the Woman Entrepreneur" celebrations each September.

WHAT HAPPENS NEXT?

Although the case study companies are moving forward in many ways with an agenda for women's participation, it is clear that larger questions remain. What can be done on a wider scale to improve the economic opportunities open to women? What roles can government, the private sector, and civil society play in this regard? What is the potential for CSR, CSV, and rights-based approaches to contribute to the change that is required? The conclusions and recommendations in the next chapter address these and other questions emerging from the research. Elements of the conclusions and recommendations are specific to Zambia, but the broad ideas and principles are likely to apply in other contexts, particularly as agribusiness becomes more active throughout Sub-Saharan Africa.

CHAPTER EIGHT

BRINGING WOMEN INTO THE BUSINESS OF AGRICULTURE: CONCLUSIONS AND RECOMMENDATIONS

Women's strong presence in agriculture and the prospects for agribusiness to expand in Africa present an opportunity for the private sector, government, and civil society alike to promote economic growth by empowering women to participate more fully and productively in the sector. The research in Zambia does not minimize the many difficulties inherent in pursuing this goal, but it demonstrates that many viable paths are open (and that some are already being taken) to achieve it.

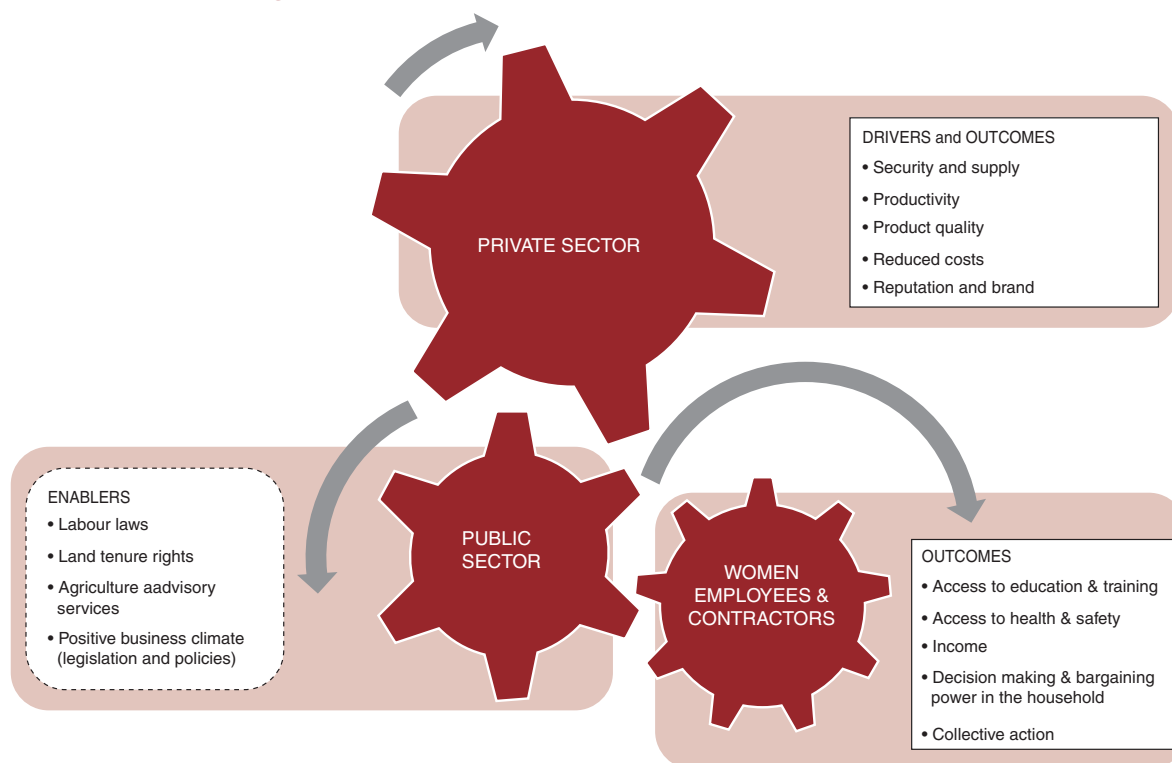
Investing in women farmers, workers, and entrepreneurs to sustain and expand Africa's agricultural value chains (for low-value, high-volume products as well as for high-value products) will be good for business. It will increase productivity, improve product quality, reduce management and coordination costs, create a secure supply base, build stronger brands, and widen access to premium markets. If these investments are made as part of a wider, purposive agenda to implement CSR (Chan 2010), CSV, and HRBA, they are also very likely to be good for society and overall development.

WOMEN'S EMPOWERMENT AS AN OUTCOME OF AGRIBUSINESS INVESTMENT: A CONCEPTUAL FRAMEWORK

The findings from the case studies in Zambia illustrate two different modalities of agribusiness companies to engage with rural women. The first relates to employing women in different production and processing activities as part of the companies' production operations. The second modality refers to engaging with women farmers through contract farming.

The results emerging from the four case studies provided an opportunity to look at potential underlying drivers for how agribusinesses interact with women as employees

FIGURE 8.1. WOMEN'S EMPOWERMENT AS AN OUTCOME OF AGRIBUSINESS INVESTMENT



or as contract farmers and subsequently to identify outcomes from this interaction. We hope to capture these drivers and outcomes in the initial conceptual framework presented below. This adaptation of the framework in the *World Development Report 2012* (figure 8.1) encompasses the dynamic between the private and public sector drivers that support positive outcomes for women's empowerment.

Private sector. The evidence from the case studies attests to the positive outcomes for the private sector from inclusion of women as employees or contract farmers. These include increased security of supply, increased productivity, and better quality of produce. Focus and inclusion of women employees and contractors can also contribute to positive corporate reputation and branding as well as lead to potential access to socially conscious premium markets.

Public sector. Through its different agencies and ministries, the public sector is responsible for providing an investment environment that responds to the needs of all the agribusiness stakeholders along the agricultural value chains, from producers and processors to employees and consumers. Of special interest to the conceptual framework in this study are the laws and regulations that

mediate the relations between agribusiness companies and women employees and contractors. In this context, the main enablers from the public sector include a positive business climate in terms of legislation and policies for the private sector, and legislation, policies, and resources for land tenure rights, agricultural advisory services, and labor laws for the women farmers and employees.

Women employees and contractors. Given the impetus from the public and private drivers described above, the findings of the Zambia study confirm that rural women can be empowered as a result of their engagement with agribusiness investments. Although the process of empowerment in itself can encompass different stages and dimensions, there are outcomes that appear to be consistent across the different case studies. These include increased access to education and training, improved access to health care and safety, an improvement in women's income and purchasing power, improved formation of collective action, and, through increased income, a stronger decision-making and bargaining power in the household.

It is worth noting that this framework is idealized, as the cases selected had an intentional bias to include companies

with positive policies and actions toward women farmers and employees. However, the framework offers a view of drivers, both public and private, for agribusiness investments to contribute to rural women's empowerment.

This chapter provides two sets of conclusions and recommendations. The first set describes what can be done to enable women to be more productive farmers; in this sense, it can be considered an agenda for using CSR, CSV, and rights-based approaches to empower women within agricultural value chains. The second set of conclusions and recommendations reviews what has been learned about CSR, CSV, and rights-based approaches with regard to women and agribusiness. It discusses the lessons and requirements for the private sector, government, civil society, and NGOs to encourage these approaches to be adopted more widely and effectively in Zambia and elsewhere in Africa.

TAKE ACTION TO IMPROVE WOMEN'S AGRICULTURAL PRODUCTIVITY

Ensure that women have access to land

Legal reforms to protect women's rights to land require action by the government to harmonize statutory and customary legislation and reduce discrimination against women as landholders (discussed in greater detail later). What agribusiness can do is to write contracts in the names of women and men farmers and make payment only to the contract holder; encourage individuals to write wills to guarantee and protect property rights; and, when feasible, support dispute resolution and community policing with respect to land (as KASCOL has done).

Deliver better agricultural advice to women farmers

The Ministry of Agriculture and Livestock should ensure that the work of research and extension agencies involves and reaches more women. For example, the designation of women leader farmers could make it possible for extension advice to reach more women (regardless of whether the extension agent is a man or a woman). Closer liaison between private agribusiness and government extension officers would make it possible to communicate more agricultural and market information to women—including information on small business opportunities that lie outside a company's main line of business but offer a profitable sideline for women (information on poultry production, for instance).

Provide financial services for rural women

The Bank of Zambia (the country's central bank) has a financial inclusion policy and has promoted financial inclusion for women in a number of ways. For example, it has provided training on gender issues to the financial sector through ILO's program on Female and Male Operated Small Enterprises.³¹ The Bank of Zambia could build upon that work by encouraging commercial financial institutions to pursue greater outreach and delivery of financial services to women, especially in rural areas and agriculture. Commercial financial institutions are also encouraged to explore the possibility of joining the Global Banking Alliance for Women. From their end, companies can also work to promote women's financial literacy through partnerships with NGOs.

Provide agricultural inputs—seed, fertilizer, tools, water—and the training to use them

Agricultural production for all of Zambia's farmers will improve only when farmers have seed and planting material of good quality. It is recommended that the Ministry of Agriculture and Livestock give priority to seed quality standards and seed certification. If a government institution such as the Zambia Agricultural Research Institute (ZARI) supports the production of certified seed (including its production by private companies), then any government institution (FISP, for example) that buys seed could insist on acquiring certified seed as its first priority.

Cargill Zambia and KASCOL provide fertilizer to farmers along with seed, because even good seed can yield poorly in infertile soils. (Groundnuts are an exception; they do not require fertilizer, so EPFC does not provide it.) Tools, plows, hoes, shellers, and other equipment are valuable means of improving the productivity of women farmers (as Cargill Zambia and EPFC have found). Often companies provide inputs on loan to contract farmers, to be repaid through sales of the subsequent crop, but this practice adds to the risk of side-selling and can undermine

³¹ The FAMOS Check Guide and Methods aim "to facilitate business support agencies, financial institutions and government departments to have a fresh look—and a systematic assessment—of the extent to which they target and serve women entrepreneurs, their needs and their potentialities" (see http://www.ilo.org/empent/Publications/WCMS_116094/lang-en/index.htm).

efforts to build loyalty among a company's contract growers. One option is for companies to give farmers access to credit to purchase inputs or equipment on reasonable terms, either through microbanks or by organizing farmers and acting as guarantor for a loan. Another option to improve soil fertility, conserve soil over the long term, and reduce labor requirements is to train farmers in conservation agriculture (through government extension services, Zambia National Farmers' Union [ZNFU], or specialized NGOs). Cargill and EPFC, for example, offer training in conservation farming, focusing on crop rotation, composting, and eco-sanitation.

Innovative and effective methods for addressing and tackling environmental challenges, especially the challenges arising from climate change, need to be identified and disseminated, and incentives must be provided for farmers to adopt them. Irregular and inadequate rainfall, along with soil erosion and degradation, may affect women farmers more than others, given their limited access to irrigation facilities, tendency to farm the most depleted land, and lack of information on new, resource-conserving practices. Cargill Zambia and EPFC are actively working on these issues. The provision of boreholes can help, along with research by government institutions on drought-tolerant crops and resource conservation practices.

Reduce women's time burden

Activities that free women's time can be among the easiest productivity-enhancing activities to implement. Schools and day-care centers will do much to relieve women's time burden. Labor-saving technologies can include shellers, Hippo Rollers, and boreholes. Companies could use the findings from the WEAI assessment in Eastern Province at the household level to develop methods for addressing issues in women's and men's differential allocation of time and resources. Working together with men, young and old, to assume more child care and help with housework would also be helpful.

Give women a greater voice in reforming the business environment

Women must make their voices heard to create a more positive business environment for their agricultural endeavors. Government has a role to play in expanding

BOX 8.1. GREATER REPRESENTATION FOR WOMEN IN ZAMBIA'S DECISION-MAKING FORUMS

The government should ensure women's representation in policy forums, consultative bodies (such as the Tripartite Consultative Labour Council), and delegations from the private sector. This action can be undertaken with regard to specific targets for women's participation adopted by the African Union (50 percent), SADC (30 percent), and the European Union's Redding Initiative for women's participation on the boards of publicly listed companies (40 percent).

women's membership in business associations and to form stronger, more representative associations of women entrepreneurs. (box 8.1).

Provide access to decent work in agriculture

Women agricultural workers should have access to decent work. By ensuring "equal pay for work of equal value," the constitution's gender equality clause should help to reduce the gender pay gap. Government could improve women's access to decent work conditions by decentralizing labor offices and locating them closer to agribusinesses. Labor officers could provide proactive training to companies and workers on labor law and gender.

Companies have significant opportunities to support a decent work agenda through their benefits and practices. Companies can align their benefits—medical and preventive health care, unemployment benefits, and pensions, for instance—with the social protection component of ILO's Decent Work Country Profile for Zambia. In doing so, they will offer a good example of how the government's social protection measures (preventive health care, regular health care) can be channeled through the private sector (as Zambia Breweries and KASCOL are already doing). Companies can also improve health, security, and safety in the workplace through improved monitoring; Cargill, Zambia Breweries, KASCOL, and EPFC all appear to have given considerable attention to occupational safety and health. The promotion of good, reliable, and transparent local contracting systems would improve confidence in the

private sector and help to protect farmers' and workers' economic rights. Formal written contracts (not merely memoranda of understanding) should be made with farmers. Contracts should use clear language (and local vernacular where appropriate) and specify how to resolve contractual disputes. Contracts can be a means of enhancing economic literacy, and companies must ensure that women farmers understand the content of the contract, even if they are not literate.

LINKING WOMEN TO AGRIBUSINESS THROUGH SOCIAL RESPONSIBILITY, SHARED VALUE, AND RIGHTS-BASED APPROACHES: WHAT HAVE WE LEARNED?

THE BUSINESS CASE FOR THESE APPROACHES IS GOOD, BUT EFFECTIVE APPROACHES NEED UNDERSTANDING AND BUY-IN FROM ALL SIDES

The business case for CSR, CSV, and rights based approaches for linking women to agribusiness—especially women farmers—is good. The case studies demonstrate that women small-scale farmers are as productive (or more productive) than men. Women have less downtime, are less likely to side-sell than men, and are generally considered more trustworthy. It may be easier for agribusiness to involve women if the business focuses initially on agricultural products traditionally produced by women, making it less likely that the family or community will object to women's participation. Women's engagement will be more effective—and generate more value along the value chain—if the business provides inputs, training (on-site and at relevant times), and time-saving devices to women farmers. Some typical CSR activities, such as the construction of school, health, and irrigation facilities, or social interventions (counseling on HIV/AIDS or alcohol abuse) can also benefit agribusiness by creating a healthier, more educated workforce that experiences less downtime and conflict, while establishing a more loyal supplier base. In this sense, some “CSR-type” activities resemble initiatives to create

shared value. Ethical treatment and good conditions for workers (including women) will lead to a high return rate among seasonal workers—a mutually beneficial outcome for business and workers, as less time is required for training and orientation. A reliable corps of seasonal workers provides a valuable pool from which a company can select full-time staff. Finally, there are clear reputational benefits for multinational companies that treat farmers and other workers ethically. Box 8.2 discusses how agribusiness can take action at various levels to include and empower women.

In Zambia, it has proved easier for larger companies to make the business case for embracing CSR and CSV, with their accompanying reputational advantages, because large businesses can more easily absorb market price fluctuations and balance the pressure for profit from shareholders and contract workers alike. A sound business case is even more crucial for smaller companies, which may experience cash flow problems and struggle to implement CSR. Yet regardless of size, all companies interviewed in Zambia highlighted the value of building trust and good relationships (within the company, with contract workers, and throughout the community) through these approaches. These findings echo findings from similar research on women's employment (IFC 2013b), and the companies' emphasis on using data to make the business case for investing in women resonates strongly with recent attention to effectively measuring shared value.

Effective social responsibility, shared value, and rights-based approaches require understanding and buy-in from all sides—business, government, trade unions (and other membership-based organizations), as well as CSOs and NGOs. In Zambia, as the discussion throughout this chapter emphasizes, all of these actors have important roles to play.

AFRICAN AGRIBUSINESS CAN BUILD ON CONSIDERABLE GLOBAL AND REGIONAL INTEREST AND EXPERIENCE IN IMPLEMENTING CSR AND CSV

Interest in CSR and CSV is growing throughout the world and in Zambia, where companies are

BOX 8.2. COMPANIES CAN TAKE ACTION AT VARIOUS LEVELS TO BRING WOMEN INTO THEIR BUSINESS

a) **Women as contract farmers**

At the meso-level, companies can strengthen providers of business development services, such as skills training centers, extension services, and other common service providers. They can also strengthen the business and operational aspects of local cooperatives and support microfinance institutions and small business associations, including associations of women entrepreneurs (the support that Zambia Breweries provides to ZFAWIB is one example).

At the macrolevel, companies can raise awareness of the important economic advantages of equitable ownership of land and access to productive resources. They can contribute to the implementation of policies and programs in support of women's empowerment and gender equality, and demonstrate how corporate efforts contribute to these aims.

In the marketplace, private companies can step up their involvement with and support for women smallholders by developing closer links with current suppliers and potential suppliers, providing more inputs of better quality. For companies, these actions have wider market implications, because they can improve the reliability of supplies, reduce waste, improve overall productivity and competitiveness, and enhance corporate image and reputation.

b) **Women as employees**

In the workplace, private companies could strengthen women's economic empowerment by facilitating their greater participation at all levels; developing better industrial relations and reducing workplace disputes through dispute resolution mechanisms; offering a family-friendly environment, reducing downtime related to child care, illness, family issues, and responsibilities; developing stronger skills sets among women workers; and enhancing workers' loyalty and reliability.

A cautionary note—gender is not just about women, but about women and men working together. Companies can bring women into their business in a way that enhances gender equality but does not increase threats to women's empowerment from individuals who may feel disempowered as a result, such as male family members, male work colleagues, and male community leaders. In promoting gender equality and women's empowerment, companies should avoid separating women from men, or taking women out of the local community or family contexts. (Cases in which inequalities call for affirmative action are an exception.) Cargill's women's clubs, for example, are open to men, who can also hold leadership positions. To increase women's decision-making power and control over resources, the company encourages women to work with their husbands.

particularly focused on CSR.³² For instance, the India stock market regulator made it mandatory for every listed company to have at least one woman director on its board (Business Standard 2014). In Zambia, valuable initiatives are emerging from membership-based organizations, such as the Lusaka Stock Exchange effort on corporate governance and the Zambia Chamber of Commerce and Industry effort on CSR. Proposals are under discussion for a new Corporate Social Investment Foundation that would include companies such as Zambia Breweries, Zambia Sugar, Lafarge (a construction company), and the National Pension Scheme Authority. The foundation could provide guidance to investors on which companies apply social safeguards and human rights-based approaches. Such

³² Despite this interest, CSR and CSV are voluntary activities, and no global or national registry documents are attached to them.

guidance would be similar to World Bank Group standards on High Social Impact Investments (World Bank 2014a). Zambian companies could also signal their commitment to support gender equality by signing the CEO Statement of Support for the UN Women's Empowerment Principles, launched in 2010.

The government has done little specifically to promote CSR, although the Ministry of Commerce, Trade, and Industry (MCTI) acknowledges that CSR and CSV initiatives by private companies could foster socioeconomic development. MCTI has identified three reasons for the government to promote CSR and CSV in the private sector: to complement government efforts, legitimize government policies, or substitute for government efforts.³³

³³ See the discussion on substitution in the next section, however.

CSR and CSV are no substitute for consistently enforced national laws and regulations. Companies must comply with their legal obligations, including labor laws, for which voluntary CSR and CSV cannot and should not substitute. Voluntary codes of conduct, CSR, and CSV raise suspicion in some quarters (such as trade unions) because of their potential to be observed only on paper—the Rana Plaza disaster in Bangladesh is a notorious example. In Zambia, trade unions, the Ministry of Agriculture and Livestock, and MCTI have expressed suspicion of CSR and CSV approaches by multinational enterprises.

RIGHTS-BASED APPROACHES ARE LESS WIDELY DISCUSSED THAN CSR AND CSV BUT MAY BE IMPLICIT IN COMPANIES' CORE VALUES AND PRACTICES

A concern with human rights is implicit in efforts to foster women's participation in agribusiness and in development more generally. Laws related to individuals' rights with respect to labor, contracts, property, succession, maternity protection, and land, for example, are central to women's inclusion in economic development, yet human rights are rarely mentioned by private enterprises in Zambia. Zambia Breweries is the exception; the company specifically refers to human rights in its publicly available materials. Cargill, KASCOL, and EPFC have issued no basic human rights policy statement, as recommended by the UN Guiding Principles. Cargill and KASCOL refer to core values of ethical behavior and CSR, whereas EPFC focuses on social and economic sustainability.

Yet in practice, all case study companies comply with the requirements of HRBA, except in name, despite having little or no understanding of what the approach entails. A focus on women's economic empowerment through decent work is a strong, tangible, and integral element of a rights-based approach to development, and the case study companies meet many of the criteria for providing decent work. They also comply with Zambian law and adhere to basic principles of social responsibility and shared value. Presumably, the combination of these efforts leads them at the very least to “do no harm,” and in most cases enables them to considerably strengthen the rights of their suppliers and workers

(men and women). These agribusinesses represent the best practices in Zambia; in that sense, they stand as models for similar efforts in other companies, which may have considerable room for improvement.

With the exception of the obligation to provide decent working conditions, the private sector may find it challenging to pursue a true rights-based approach in its relations with small-scale women farmers. Part of the challenge arises from HRBA's legalistic nature, which generally regards government as the duty-bearer (see the discussion on government's role later in this chapter). Part of it also arises from a lack of specificity on the “rights” that agribusiness must guarantee if it is to go beyond the “do no harm” baseline. Table 8.1 lists barriers to achieving the rights of women in agriculture and presents recommendations for companies seeking to overcome them.

FURTHER EVIDENCE IS NEEDED ON THE SOCIOECONOMIC BENEFITS OF THESE APPROACHES TO LINKING WOMEN WITH AGRIBUSINESS

If CSR, CSV, and HRBA are to have wider practical applications for development and women's empowerment, their socioeconomic benefits must be monitored and well understood. For corporate shareholders and boards, hard data offer the most convincing proof that these approaches are practical and beneficial for business, development, and public relations.

CSV, because it is a relatively new approach, demands a sound measurement framework to capture interaction between business and social results and drive practical applications of CSV forward. Such a framework would track, measure, and report on the specific social and economic benefits arising from an investment to achieve a CSV objective. For example, Cargill Zambia participates in the Competitive African Cotton Initiative (COMPACI),³⁴ which seeks to improve cotton production and incomes of more than a quarter of a million farmers in several African countries. In association with the U.S. Agency for

³⁴ COMPACI is supported through funding from the German government and the Bill & Melinda Gates Foundation.

TABLE 8.1. OVERCOMING BARRIERS TO THE RIGHTS OF WOMEN IN AGRICULTURE

Barriers	Recommendations for reducing barriers
Legal	
<p>Land and inheritance laws can mean that women lose property and land access if the husband dies. In addition, land ownership is often unclear, because of the intersection of traditional and legal land laws.</p>	<p>Companies can state in contracts who will inherit the contract in the case of death. This provision will allow the immediate family to continue the relationship. Succession planning is advantageous (and can encourage the rights of female descendants).</p>
<p>Women often do not have contracts to provide agricultural produce to companies, even though they do the work.</p>	<p>Ensure that the persons contracted (including women) are the persons paid.</p>
<p>Labor laws are the bottom line that must be followed. But some companies say they cannot afford to observe them (occupational health and safety laws, for example).</p>	<p>Implementing good occupational health and safety, working conditions, maternity leave allowances, and similar provisions encourage seasonal workers to return for employment and decrease costs for companies in the long run.</p>
Institutional	
<p>Institutional responsibilities for labor conditions and contracts may be unclear, making it difficult for people to determine whom they can address and hold accountable for realizing their rights.</p>	<p>Simplify contracts, including dispute resolution procedures. Proactively involve labor inspectors—for instance, by providing training to companies, rather than simply inspecting for compliance. Ensure information on rights is provided as part of staff orientation, or in initial work with contracted outgrowers. Encourage the involvement of staff representatives and unions in discussions with management.</p>
Administrative	
<p>Low levels of education or literacy may disproportionately exclude some people from decision-making roles or promotion.</p>	<p>Companies can provide scholarships or study leave for relevant courses for staff. They can also ensure that staff—particularly women—are encouraged to move upward or laterally within the company hierarchy. Contracts and training materials could be in simplified language where necessary.</p>
Physical	
<p>Persons with disabilities, as well as children, older people, pregnant women, and others often face physical barriers in working with companies or as farmers.</p>	<p>Labor legislation regarding maternity leave and occupation health and safety must be applied. Some companies are providing good examples of encouraging employment of people with disabilities, however, and supporting their integration.</p>
Geographical	
<p>People living in remote areas are often marginalized and the last to gain access to services.</p>	<p>Government can support companies to operate in more geographically isolated or otherwise disadvantaged areas by providing infrastructure (such as roads) or tax breaks. Some companies also directly support access for farmers and staff by improving roads themselves or providing bus transport.</p>
Economic	
<p>For people living in poverty, affordability of services poses a great concern. Landless people cannot become contract growers.</p>	<p>Companies cannot resolve all issues, but employment should be available regardless of gender, age, or economic status.</p>
Linguistic	
<p>Minority residents may be excluded from accessing relevant information or participating in meetings because they cannot understand the language in which the information is presented.</p>	<p>Local languages could be used by company staff wherever possible in verbal communications and training activities. Visual information should be provided where possible.</p>

TABLE 8.1. *continued*

Barriers	Recommendations for reducing barriers
Cultural	
Culturally stigmatized groups and individuals face deeply entrenched barriers to obtaining services. Women in particular may not be able to attend training activities outside of their village or in mixed groups.	Government must implement legal and policy provisions that encourage inclusion. Companies should, whenever possible, provide training close to the village, at times appropriate for women. Where possible, they should aim to train women leader farmers, because they will have better access to women farmers in the community.

International Development (USAID), Cargill Zambia is working with Michigan State University to develop a monitoring and evaluation system to identify and quantify the social and economic impacts (such as the impact on household food security) of its participation in COMPACI. Zambia Breweries has developed a robust monitoring system that collects gender-disaggregated data for reporting to its global headquarters in London. The company plans to undertake a baseline survey to monitor the impacts of its cassava-based lager initiative on local communities (particularly women). EPFC is conducting a baseline survey and also documenting stories of change in the lives of women farmers (it has already produced a documentary on the experience of one woman farmer). ZNFU could also make a valuable contribution to the knowledge base on women in Zambian agriculture, especially commercial agriculture, by developing a mechanism to monitor and evaluate the socioeconomic impacts of its initiatives.

Institutions and organizations outside agribusiness can contribute in meaningful ways to a better understanding of these approaches and their impacts. Ideally the national universities can provide assistance to companies requiring a solid research- and evidence-based assessment of the impacts of CSR and CSV on their profitability as well as on the participating groups and communities. Multidonor trust funds may also provide support for comprehensive, evidence-based assessments of socioeconomic outcomes of CSR, CSV, and HRBA in Zambia and elsewhere in Africa. In Zambia, the World Bank could potentially play a facilitating and coordinating role in bringing these approaches together and promoting best practices among the researchers. Government and private sector development agencies can partner to develop

and roll out pilot initiatives aimed at linking CSR, CSV, and HRBA to business development and success.

GOVERNMENT SUPPORT IS DESIRABLE AND NECESSARY

Government can create a stable and enabling policy environment for business, agriculture, and women farmers and workers. Supportive government policies (for example, evidence-based gender, agriculture, trade and investment, and financial inclusion policies) can enable markets, formal and informal institutions, and households to create economic opportunities for women and to contribute to greater gender equality. The business environment created by government heavily influences opportunities for growth, higher productivity, and employment and lifts constraints on entrepreneurship, which affect women more than men. Governments can amend their constitutions to eliminate discriminatory provisions constraining women’s rights to own and control assets (Hallward-Driemeier and Hasan 2012). Governments can also deploy strategies to expand women’s access to finance, such as building property registries that include moveable property, setting up credit registries that capture women’s history of microfinance credits and repayments, and developing financial services mechanisms to reach women, including microfinance and mobile banking. Women’s managerial and financing skills can be strengthened through schooling and management training targeting women.

In rural areas, government can focus on fostering more income-generating opportunities on and off the farm. Zambia’s Ministry of Agriculture and Live-stock needs to initiate and facilitate more research on commodities produced through contract farming to improve

their quality, yields, and the income received from growing them, with a particular focus on women as producers, or at least ensuring that they are not left out. The ministry also intends to increase the number of women extension workers to reach greater numbers of small-scale women farmers. This approach still presents difficulties owing to the scarcity of trained women extension officers. More could be done to prepare women for these jobs through agricultural colleges and universities. Incentives could be brought into play to encourage women's participation.

Government can also provide important incentives for women to participate in agribusiness initiatives. For example, Zambia Breweries' cassava-based lager could potentially benefit large numbers of poor women who grow cassava, and the government can play a key role providing incentives for them to participate, just as it has already assisted the company to realize this commercial opportunity through tax breaks and other investment incentives.

When countries develop infrastructure such as roads and bulking centers, especially in less accessible areas, women gain better access to markets and agribusiness opportunities, as well as to suppliers of agricultural inputs and services. In Zambia, the IDSP (given its focus on irrigation) is in a unique position to address the lack of infrastructure.

Farm work is not the only option for rural women, and not all children of farmers will be willing or able to continue working as farmers. Income diversification makes rural communities and households more resilient and sustainable. Government can do much to diversify occupational choice through nondiscriminatory education and training.

Government can sponsor gender-equitable agricultural labor programs and projects to redress market imbalances and institutional gaps affecting women. Governments can implement such projects with donors or with the private sector directly, and they should include a gender analysis to give a fuller picture of women's specific constraints and opportunities. In Zambia, the government could support the Ministry of Gender and Child Development's "economic empowerment" role, particularly in relation to women's engagement in agriculture, which could be done through the ministry's provincial net-

works in partnership with the Ministry of Agriculture and Livestock and the Ministry of Community Development, Mother and Child Health. The Ministry of Gender and Child Development is creating links between the women's groups under the economic empowerment program and the other women's groups organized under the auspices of private companies. Development partners (particularly the World Bank and UK Department for International Development) could aim to strengthen the Ministry of Gender and Child Development's monitoring and evaluation mechanisms to measure the economic and social impacts of economic empowerment initiatives.

Government is in a unique and powerful position to protect and fulfill human rights—and widen the impact of agribusiness initiatives in CSR and CSV. The government is the main duty-bearer with the responsibility to respect, protect, and fulfill human rights; as such, it has clear authority to encourage the private sector to implement HRBA through social responsibility and shared value approaches. The requirement for government to protect citizens from human rights abuses is clear, although government's specific obligations with respect to women's participation in private agribusiness need to be clearly articulated. Under the UN Guiding Principles on Business and Human Rights, the state has a duty to protect its citizens from human rights abuses by third parties, including business enterprises, by taking preventive or remedial action. Such actions can include not only the enforcement of laws but also the provision of guidance and encouragement to the private sector for respecting human rights.³⁵ In the case of Zambia, the government has ratified international human rights conventions and serves as a good example in the region, despite some shortcomings in implementation and contradictions on equal rights for men and women in the constitution. For these and other reasons, aspects of human rights remain to be improved in the workplace, giving the government ample scope and authority to encourage the private sector (including agribusiness) to act in this regard.

More specifically, the government, as a duty-bearer, is uniquely positioned to enable women

³⁵ A guide to these principles has been produced by the NGO SOMO, in the Netherlands—see SOMO 2012.

to access key agricultural resources and move their income-generating activities forward. The participation of the private sector is vital for women farmers to access key resources such as agricultural inputs, but as duty-bearer the government has the overarching and potentially most effective role in enabling women to gain access to productive resources. Zambia's legal and regulatory frameworks influence all aspects of women's employment and economic and entrepreneurial opportunities and prospects (World Bank and IFC 2010, 2011, and 2013; Hallward-Driemeier and Hasan 2012; World Bank 2012). The government, working with the private sector and dynamic CSOs, can encourage the development of incentives and investments that give women more equitable access to productive activities and resources.

Land is one such resource. Women are less productive in a legal context that limits their access to land. Legal reforms to protect women's rights to land require action by the government. The Ministry of Justice is vested with the responsibility of repealing biased laws, discriminatory constitutional clauses, and regulations that are detrimental to women's economic development. The focus should be on harmonizing statutory and customary legislation. Reforms are more likely to succeed at the local level if they are developed with the close involvement of government, local chiefs, and traditional land court staff. The government should be guided in this endeavor by the Voluntary Guidelines on Responsible Governance on Tenure of Land, Fisheries and Forests, as well as the Principles of Responsible Agricultural Investments.

Government campaigns to raise awareness of rights can yield positive results. Governments should increase the information base on human rights that apply in the private sector, and they should monitor changes in their observance to enable government, unions, and employers can make fact-based decisions. Such information may also feed into the global measurement of Sustainable Development Goals. Governments can also facilitate the use of human rights impact assessments and management and conduct human rights due diligence in all government

activities. In Zambia, funds from government and membership-based organizations can be used to support a promotional campaign on the full and equitable role of women as entrepreneurs and workers in the agricultural sector, to correspond with activities sponsored by ZFAWIB each September for the Month of the Woman Entrepreneur. Unions should campaign on the rights of women as workers, employees, and small-scale farmers and entrepreneurs. The Zambia Land Alliance also has a role to play in lobbying for women's equitable access to land and formal land titles.

PROVIDE A STRATEGY AND INCENTIVES FOR THE PRIVATE SECTOR TO LINK WITH WOMEN FARMERS

Private sector development agencies and employers' organizations can provide active support and leadership for CSR, CSV, and HRBA. In Zambia, for example, a number of organizations (box 8.3 lists examples) can model best practices for member firms and provide leadership and incentives to promote a more significant and complementary role for business in national development. These organizations can also raise the profile of companies that successfully practice CSR and CSV through case studies and evidence-based research. Once IDSP beneficiaries are linked to agribusinesses, a round table or even technical study tours to the agribusinesses will provide useful forums for sharing experiences and disseminating lessons. Opportunities for comparisons across countries in the region will reveal additional good practices (and in the process enhance companies' reputations); Zambia could potentially draw important lessons from Kenya, Malawi, Tanzania, or Uganda. Organizations that are active in the agricultural sector can increasingly become aware of and engage in evidence-based research on CSR and CSV initiatives, and research and academic organizations could also be involved.

For a company, the reputational benefits of respecting human rights are considerable, but companies need practical tools to implement an explicit rights-based program. Companies are encouraged to adhere to the UN Guiding Principles on Business and Human Rights and develop a human rights

BOX 8.3. NATIONAL MEMBER-BASED ASSOCIATIONS IN ZAMBIA THAT HAVE THE POTENTIAL TO SUPPORT EFFORTS LINKING WOMEN TO AGRIBUSINESS

Zambia National Farmers' Union and its affiliates:

The apex organization for farmers and farmer associations in Zambia. ZNFU actively promotes innovative business solutions for Zambia's farming community, and it gives special attention to gender issues.

Zambia Chamber of Commerce and Industry:

The prominent voice of business and commerce representing and serving the private sector in Zambia.

Lusaka Stock Exchange: Has a Corporate Governance Code and makes Corporate Governance awards on an annual basis.

Zambia Federation of Employers (ZFE) and its affiliates:

The official organization representing all employers, public and private, in Zambia.

Zambia Association of Manufacturers (ZAM):

Represents the views and interests of manufacturers in Zambia and has several agribusinesses among its membership.

Partnership Forum Zambia:

Created in association with the International Business Leaders Forum and the Partnership Initiative. The forum has a particular interest in promoting sustainable development.

Zambia Business Coalition on HIV/AIDS (ZBCH):

A group of private enterprises and NGOs focusing on HIV/AIDS, with particular reference to the workplace.

Zambia Association of Federations of Women in Business and the Women Entrepreneurs Development Association of Zambia (WEDAZ):

Represent and support women entrepreneurs, largely through donor assistance.

policy to be disseminated internally and externally. In addition, businesses can conduct a human rights impact assessment to assess and improve their human rights observance and management practice, which will have positive effects on their reputations (not the least, by minimizing the reputational risks of failing to protect human rights).

A clear strategy and potential donor cofunding would go a long way toward implementing

CSR, CSV, and HRBA initiatives in agribusiness. Zambia has an active donor group on gender (involving the United Nations Development Program, Government of Norway, U.K. Department for International Development [DFID], the Netherlands, Ireland, and others), to which strategic partners could be added (Ministry of Gender and Child Development, Ministry of Agriculture and Livestock), including ZNFU and other support agencies active in the agricultural sector (Musika, Profit+). An organization can be selected to facilitate development of a coordinating mechanism involving the government through key ministries, interested development partners, membership-based organizations (including LuSE), and active agri-based CSOs to move CSR, CSV, and HRBA forward for gender equality and women's empowerment in Zambia. One way forward is to initiate dialogue through a high-level forum (Indaba) on effective and win-win CSR, CSV, and HRBA approaches in agriculture. Donors are encouraged to increase their vigilance to prevent multiple donors from financing projects or companies; one way to do so is to conduct more frequent and unannounced field visits, monitoring, and spot-checks, to avoid orchestrated performances at the field level and at the same time learn valuable lessons from the field. Establishing linkages to the evolving Corporate Social Investment Foundation, and working to promote companies with good standards for investments with high social impact, can yield positive results.

Allocate government staff and resources to promote CSR, CSV, and HRBA within the private sector.

Governments might consider funding and staffing a dedicated unit to promote research and dissemination of the principles and benefits of social responsibility, shared value, and rights-based approaches so that businesses can incorporate them in their work. More research needs to be done to further substantiate the business case within the agribusiness sector. Zambia, for example, could establish a promotional unit within MCTI. MCTI, in association with other ministries (the Ministry of Finance and National Planning, Ministry of Agriculture and Livestock, and Ministry of Gender and Child Development), would take the lead within the government to disseminate a CSR-CSV-HRBA message to Zambian companies and investors.

Establish a multiyear, multidonor Challenge Fund to catalyze private initiatives in CSR, CSV, and HRBA. The fund would invite proposals on such initiatives from the private sector and membership-based organizations. Once selected, the proposals should adhere to a strict monitoring and evaluation mechanism. Social enterprise investors would be a welcome addition to the agribusiness scene in Zambia, particularly those committed to strategic CSR and/or CSV, in line with high social impact investments. The Challenge Fund could support and incentivize companies to undertake more CSR, CSV, and HRBA initiatives for women contract farmers, employees, and entrepreneurs. The government can support those initiatives through incentives such as tax breaks from the Ministry of Finance (as in the case of Zambia Breweries for cassava-based lager).

Reward companies that “do things the right way.” Similarly, governments can provide additional awards or tax incentives for companies that demonstrate best practices in CSR, CSV, or HRBA. When issuing investment permits or natural resource concessions, government should consider the extent to which the concessionaire (rather than the state) should provide the infrastructure and basic services required. The government or state enterprises could also reward companies active in CSR, CSV, or HRBA by giving them preferred status in public procurement. In dealing with private and membership-based organizations, the government could promote the development of new or existing business associations by subsidizing CSR, CSV, and rights-based activities and initiatives. In Zambia, the government could consider a number of strategies along these lines, such as encouraging the private sector to establish a CSR-type umbrella organization, or promoting alliances between government, the private sector, and CSOs. It is unclear whether it would be beneficial to make CSR compulsory in Zambia (as in South Africa), but LuSE could provide encouragement and support for companies listed on the exchange to build on its corporate governance code of practice and move to adopt CSR (and later CSV) approaches.

ACHIEVE MORE THROUGH WELL-ESTABLISHED PARTNERSHIPS

Partnerships between public and private agencies, as well as NGOs, CSOs, and the international

community, can be effective for disseminating CSR, CSV, and rights-based practices more widely. International NGOs and private organizations and foundations have stepped up their interest and engagement in women’s economic empowerment.³⁶ Private companies and investment banks³⁷ alike have voiced support for expanding diversity and women’s inclusion (as workers, entrepreneurs, managers, and board members) in the business and economic spheres under the conviction that “what is good for women is also good for business and good for the economy.” Given no CEO from Zambia has become a signatory to the UN Women’s Empowerment Principles, it would be a good starting point for building partnerships.

National business associations and other member-based organizations are also valuable partners for supporting the adoption of CSR, CSV, and HRBA. Organizations and business associations should provide capacity building and leadership support to associations of women farmers, women entrepreneurs, and women employees and help them create a thorough business approach with elements of CSR, CSV, and HRBA. Box 8.3 lists such organizations in Zambia. ZACCI, for example, has expressed interest in receiving capacity building supported by the World Bank on the topics studied for this report. ZACCI may then be able to replicate the training with its members. Training materials could be applied within selected agricultural value chains in Zambia.

³⁶ These include the World Economic Forum, Global Entrepreneurship Monitor, Economist Intelligence Unit, WE Venturescope, Bill & Melinda Gates Foundation, Clinton Global Initiative, Cherie Blair Foundation, New Faces New Voices (along with the Bank of Zambia, Ministry of Gender and Child Development, UNDP, and ILO). UN agencies such as the ILO, United Nations Industrial Development Organization, FAO, World Food Programme, UNDP, UN Women, and others highlight the problems that women are experiencing in trying to achieve equality and equity in the economic and business arenas. Intergovernmental organizations, such as the International Monetary Fund, Organisation for Economic Co-operation and Development, and European Union have produced publications and reports advocating greater inclusiveness for women in the business, financial, and economic spheres. Multinational financing institutions, such as the African Development Bank, Asian Development Bank, and Inter-American Development Bank, have also been giving increased attention to the economic empowerment of women.

³⁷ These include recent reports and research produced by Booz, Goldman Sachs, McKinsey, Deloitte, KPMG, Forbes, and Virgin.

Membership-based organizations and private companies can engage more directly with NGOs and CSOs for specialized services, training, and advocacy to empower women. Given the potential philosophical and ideological gaps that can exist between CSOs/NGOs and the private sector, businesses may be unaware of the numerous social programs undertaken by CSOs and NGOs. CSOs and NGOs have an important role in sharing the approaches and tools they have been using to mobilize women, and in the process ensuring that they and others do not “reinvent the wheel.”

Considerable potential exists for businesses to partner with these organizations. Zambia has a significant number of CSOs and NGOs active in gender and women’s empowerment and affiliated with the NGO Coordinating Council. They can provide nonagricultural services and products that can improve the productivity of women working in agriculture, including specialized training in gender mainstreaming, leadership, entrepreneurship development, agricultural and environmental skills, community organization, negotiation skills, and HIV/AIDS.

CSOs can also monitor the impact of private companies on the human rights of their staff, outgrowers, and the surrounding community. Among other issues, such monitoring could examine how the company addresses human rights risks and what strategies it has adopted to prevent them. CSOs could then assist the companies to understand and meet their obligations (or in the case of severe violations, report them to the government and public). Another example involves a fundamental human rights issue in agriculture: child labor. ILO research in Zambia

(ILO 2012) has found that child labor is most prevalent in the domestic work and agricultural settings. CSO, government, and donor interventions could be developed (with ILO, the Food and Agriculture Organization, World Food Programme, and other child labor advocates) to improve educational opportunities and prospects and further reduce the engagement of children (especially girls) in Zambian agriculture, thus promoting fundamental human rights. Together, CSOs, NGOs, and the private sector (including its membership-based organizations) are likely to have the resources to advocate mutually beneficial policy reforms in child labor and other areas important to women’s empowerment, such as access to finance, business skills training, combatting HIV/AIDS, and more equitable land distribution.

The participation of workers’ organizations is crucial. Further involvement and engagement of trade unions is important, as without them the prospects for longer-term acceptance and sustainability are likely to be poor. Links between the business community and trade unions are needed to promote and strengthen awareness of women workers’ rights and to inform businesses about the potential benefits of CSR and especially CSV initiatives. In Zambia, for example, ILO partnered with the two main trade union federations in 2010 to develop a training manual and program on “Women Workers and Their Rights in Zambia.” This program could be applied more broadly within the agricultural sector, in association with an umbrella organization representing the private sector, such as the Zambia Federation of Employers, which is the designated tripartite partner for the trade unions and the government.

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APPENDIX A

CASE STUDY OF CARGILL ZAMBIA

WOMEN LABORERS WORKING IN THE CARGILL GINNERY IN CHIPATA



BACKGROUND

Cargill,³⁸ established in the United States in 1865, has grown into a large, privately owned international business, providing food, agricultural risk management, and financial and industrial products and services around the globe. As the employer of 143,000 people in 67 countries, Cargill is the largest of the case study companies.

From 1977 to 1994, Zambia's cotton sector was organized around the state-owned cotton company LINTCO (Lint Company of Zambia). On behalf of the government,

³⁸ Appendix A is compiled from (i) the meeting held with the research team and Cargill Office Administrator/Personal Assistant to the Executive Director, Precious Sabuni, September 2013, at Cargill's main office in Lusaka; (ii) meetings in Chipata with Cargill staff and their groups in September 2013 and March 2014; (iii) meeting with Cargill management in Lusaka, February 2014; and (iv) notes from the company's website and other written sources.

TABLE A.1. CARGILL ZAMBIA STAFF PROFILE

	Females	Males	Total
Permanent	42 (20%)	167	209
Fixed	22 (12%)	169	191
Seasonal	73 (18%)	341	414
Unionized	17 (26%)	48	65
Buyers	18 (12%)	133	151
Total	172	858	1,030

Source: Cargill website (www.cargill.com/worldwide/zambia/index.jsp).

LINTCO purchased seed cotton from farmers at a fixed price and provided certified seed, pesticides, sprayers, bags, and extension advice to farmers. In 1994, LINTCO was sold to Lonrho Cotton and Clark Cotton, two private companies. In 1999, Dunavant, a privately held U.S. cotton company, purchased Lonrho’s cotton operations. By the mid-2000s, Zambia was receiving one of the highest prices for African cottons on world markets. During 2002–05, cotton lint was Zambia’s biggest export in terms of value, exceeding even sugar (and unlike sugar, cotton is produced mainly by smallholders). After cotton prices crashed in 2005–06, Cargill bought Clark Cotton. In 2009, the Cotton Board was formed to regulate the subsector.

In 2008, Cargill opened a grain and oilseed trading office in Lusaka; at present, the company is involved in buying and ginning cotton, as well as buying and trading grain and oilseeds. Cargill’s most recent cotton crop (2013) amounted to 25,000 tons. Cargill purchased 120,000 tons of maize and other grain from commercial farmers and 70,000 from small-scale producers. The company has operations in Eastern Province (Chama, Lundazi, Chipata, Nyimba, Katete, Petauke, and Chadiza Districts), Central Province (Kabwe and Mumbwa), and Northern Province (Kasama and Mbala). Cargill Zambia’s 1,030 employees are based mainly in Chipata and Lusaka; 858 are men and 172 are women (table A.1).

COTTON SCHOOLS: BENEFITS AND CHALLENGES

Through long-term relationships with cotton farmers, Cargill supports programs that improve agricultural

BOX A.1. CARGILL’S COTTON SCHOOLS IN ZAMBIA

A cotton school is a group of as many as 35 local cotton farmers, men and women (to put that number into some perspective, note that Cargill lists 106,000 farmers as suppliers in Zambia). Cargill brings each group together at the nearest depot and teaches the participants good farming practices for cotton (as well as maize and other crops for food security), leadership skills, and farming as a business. Cargill also offers sensitization training on HIV/AIDS and the importance of adherence to antiretroviral drug regimes. “Farming as a business” is taught only in areas where microbanks have started to operate. In this way, Cargill hopes to build loyalty among the group members and reduce side-selling. Cargill enters into a contract with each of the cotton school farmers and provides each one with inputs (cottonseed, chemicals, packing materials, and others) on credit, on the condition that each cotton farmer who receives inputs will sell the produce to Cargill. If the person under contract with Cargill dies, the depot supervisor requests that another family member take over the contract as well as the outstanding debt. If the crop fails, the debt is written off.

practices, provide essential financial and technical support, offer better access to crop inputs, and help farmers increase their incomes. In Zambia, the company’s CSR activities focus on its cotton schools (and by extension the women’s clubs); box A.1 explains how the schools operate.

Male farmers cited a number of benefits of belonging to a cotton school, including improvements in productivity and production arising from the conservation farming skills they acquired as well as the use of inputs. Increases in production and income have improved food security; food used to last for only about six months, but now most households grow and buy enough food to last the whole year. It became evident that group members used much of the income generated from cotton and maize sales to send children to school as well as to buy livestock (cattle, pigs, and goats), oxcarts, cell phones, television sets, batteries, solar panels, and invertors, and to build or improve houses with molded bricks and metal roofs.

GLOBAL COTTON PRICES HAVE ALTERED FARMERS' INTEREST IN GROWING COTTON

The 2010 spike in world cotton prices, followed by the significant decline over 2011–12,³⁹ caused many farmers to question their commitment to growing cotton. Farmers said that low and fluctuating cotton prices have prevented them from recovering production costs through sales. They did not necessarily link the local fall in cotton prices with trends in the world cotton market, and some farmers thought they were being cheated. In 2012, clashes erupted between farmers and Cargill over low cotton prices:

Cotton farmers in Petauke district in Eastern Province have burnt cotton weighing 11,300 Kilogrammes valued at ZMK 17,600, belonging to Cargill Cotton Zambia. The farmers are reported to have been infuriated by Cargill Zambia officials who went to buy cotton from the farmers with an offer of ZMK 1.6 per kilogramme prompting the irate farmers to burn the cotton which was stacked at Ukwimi Police post in Petauke. (*Lusaka Times* 2012)

Price fluctuations are problematic for Cargill as well as farmers, because this is a commodity trading company and an integral part of the market system. Although prices have stabilized and even increased modestly in 2013, they are still below the 2010 peak. Zambia produced 270,000 metric tons of cotton in 2011, but production has since fallen to 110,000 tons.

Women farmers frequently discussed the falling cotton prices. Most emphasized that for the last season in particular the price was very low, and they hardly made a profit.

ADDITIONAL CHALLENGES IN COTTON PRODUCTION

Companies that have not provided inputs to farmers tend to offer higher prices to entice farmers to violate their contracts and side-sell to them. In addition, Cargill gives inputs to farmers for a minimum of one hectare, and some farmers do not have that much land. The Cotton

Board does not have cotton quality standards, and when some cotton companies compromise on standards, prices tend to be affected. Particularly in Chitewu Village in Chief Madzimawe's area, cotton farmers are affected by bad soils as well as inadequate water supplies.

The general problems with cotton production included the lack of credit (although Cargill is starting to work on this problem by piloting two microbanks, most women still mentioned that it was a difficulty) and the lack of tools to use in the field (hoes, sprays, plows). Many also observed that they lacked money to pay for hired labor (without a plow, much work has to be done by hand). A problem faced by virtually all respondents, because of the poor soils, is the lack of fertilizer, which is either unavailable at the right time or unavailable because farmers have no money to buy it.

Cargill provided fertilizer to more than 65,000 of its sponsored farmers for the 2014 growing season under a company program to support cotton farmers by supplying fertilizer and other crop inputs from recognized suppliers. Lezanne van Zyl, Cargill's General Manager in Zambia, noted, "Farmers have seen an increase in yields of more than 30 percent over the past three years in the region where our fertilizers and approaches were applied" (*Post Online* 2013).

By providing seed to farmers, Cargill encourages the use of high-yielding hybrids and fresh seed that has not been recycled from the previous year's crops. Although maize is a staple crop, and in 2011–12, 86 percent of smallholders grew it, just over half (55 percent) of small- and medium-scale households planted first-generation hybrid maize seed. The other 45 percent planted local varieties or recycled seed, which reduced their yields (Tembo and Sitko 2013).

Cargill is interested in a more holistic approach to farming and sees cotton as its entry point. The company encourages farmers to maintain a diversity of crops capable of ensuring food security and contributing to commercial sales. From the 2013–14 season forward, Cargill is providing maize or soybean inputs on credit (10 kilograms of maize seed, 100 kilograms of basal fertilizer, and 100 kilograms of topdressing fertilizer) to its men and women farmers, from whom it will buy the maize and soybeans produced. This arrangement has multiple advantages for farmers

³⁹ In the 2010–11 season, the cotton price stood at ZMK 3,200 per kilogram (KR 3.20) but dropped in 2011–12 to ZMK 1,600 (KR 1.60). At the beginning of August 2013, the cotton price stood at KR 1.95 per kilogram, but by the end of August 2013, it rose to KR 2.20, and then rose again to KR 2.40 from about mid-September 2013.

and Cargill. This program builds farmers' loyalty by guaranteeing a market for maize and soybeans. Farmers as well as Cargill benefit from increased productivity and a diversified income source, as the quantities of grain to be marketed will increase. By producing maize and soybeans in addition to cotton, farmers reduce their exposure to volatile cotton prices. Cargill plans to continue providing these inputs to farmers, who will make their own decisions about which crops to grow. Lezanne van Zyl, Cargill Zambia's General Manager, reported that Cargill purchased 30,000 tons of maize produced in the 2011–12 season but planned to buy double that amount during the 2013–14 season. The firm would aim to sell 80 percent of the purchased maize to local millers in Zambia and export the remainder, depending on the government's maize export rules (*Times of Zambia* 2013); Cargill serves domestic and regional customers, depending on needs.

CARGILL'S COTTON GINNERY IN CHIPATA

Cargill rigorously applies a range of strategies and principles in the processing stage at the ginnery to ensure safe, healthy, and ethical operations. The Cargill Operational Excellence strategy includes (i) risk management (which particularly considers workplace safety); (ii) talent management (particularly supporting staff recruitment and management); (iii) reliability; (iv) operational effectiveness; and (v) cost-effectiveness.

Safe Workplaces for Women and Men

Cargill clearly demonstrates its respect for employees, contractors, suppliers, partners, customers, and neighbors through an unyielding commitment to safety. To ensure that employees have a safe and healthy workplace, Cargill implements various programs and operates according to a set of five-year goals to monitor progress and adopt new safety practices.

Behavior-Based Safety Systems

Cargill is enhancing its safety programming through a new approach called Focus on LIFE (Life-Altering Injury and Fatality Elimination).⁴⁰ The program is aimed at identifying and addressing life-threatening dangers that

are hidden in the employees' tasks and workplace. The company is enhancing work activity interventions, reducing human errors, strengthening its incident investigations, and improving how it measures safety incidents.

Workplace safety is also ensured through behavior-based safety systems. Cargill deploys behavior-based safety systems to locations to build awareness and ownership of safety among employees, resulting in increased safety awareness and engagement in safety behaviors, increased recognition of positive safety behaviors, and elimination of barriers to working safely. Under the behavior-based safety method, staff are trained on a topic during their induction and given regular feedback and refresher courses. Signs exhorting safe behavior are everywhere in the ginnery. Cargill measures safety through the number of hours without incidents and losing a shift because of injuries (7,000,000 hours as of September 2013). They have fully trained first aid officers and fire marshals on every shift. All staff in the plant must wear safety equipment.⁴¹ In the areas using chemicals, staff are provided with heavy-duty gloves and special masks. Staff without full equipment are excluded from the dangerous areas by their coworkers.

In fact, the only dangerous behaviors took place outside the ginnery's gate, when employees jumped onto an open-backed truck to get a lift into town. The company has discussed this issue at length with the workers, but as it occurs outside the premises, they cannot prevent it. Staff receive a travel allowance but often choose to use it for other purposes. One interviewee reported that she knew some staff had been assaulted when walking home in the dark. Cargill will soon start a "Safety Out of Work" campaign to promote safety within the community, covering topics such as HIV/AIDS and road safety, among others.

SUBSECTORAL CONTEXT

Cargill's main focus in Zambia is on cotton production. As discussed, the marketplace is volatile and side-selling is chronic, heightening the need to build suppliers' loyalty. Cotton is an annual crop, so farmers can easily decide to grow another crop in the next season. After prices fell in 2012–13, many farmers moved to maize production.

⁴⁰ See <http://www.cargill.com/corporate-responsibility>.

⁴¹ Including boots, overalls, fluorescent safety vests, hair masks for long hair, helmets, facemasks, ear plugs, and eye protection.

To retain a cohort of cotton producers and enable the ginnery to operate steadily, Cargill now encourages producers to grow maize, soybeans, and some other crops in addition to cotton; it supplies maize seed (with and without fertilizer) to its women's clubs and to individual smallholder farmers as an alternative to cotton. Cotton is a purely commercial crop with no food value except for livestock, so farmers usually grow other grains and vegetables to supplement their income from cotton.

Cargill now trades maize as well as soybeans in Zambia (and as noted Cargill is a major buyer of maize worldwide). Maize is a large volume market, in which the government Food Reserve Agency (FRA) is the major player. When Cargill's women farmers were interviewed for this report, they said that government's role in their farming is quite limited. Some mentioned that they receive low-cost fertilizer from the government and that they can sell maize they produce to the government depots.

ENGAGEMENT IN CSR AND CSV

Cargill's website states that the company "is committed to operating responsibly across the agriculture, food, industrial and financial markets we serve as we pursue our goal of being the global leader in nourishing people."⁴² Cargill collaborates with different organizations, providing knowledge, skills, financial, and technical support to improve food security, food safety, nutrition, and health; provide access to education; encourage responsible stewardship of natural resources; foster sustainable economic development; promote responsible business practices in their supply chain; and promote workplace safety. The company is committed to operating responsibly across the agriculture, food, industrial, and financial markets it serves in pursuing its goal of being the global leader in nourishing people. The company includes a CSR approach in the production and processing stages of the value chain. According to Cargill Project Manager Emmanuel Mbewe, "Cargill plans to document the changes in people's lives as outcomes from the cotton growing," under an impact assessment conducted by Michigan State University for COMPACI (see the next section).

BUILDING PARTNERSHIPS FOR ACHIEVING FOOD SECURITY

Cargill supports partners working to address hunger, improve nutrition, and increase agricultural productivity. For example, Cargill recently contributed US\$50,000 toward the World Food Programme's school meal program in Katete District, and it is working with TechnoServe and the Zambian Agricultural Research Institute to help up to 5,000 smallholder cotton farmers expand into soybean production. In 2009, Cargill joined five other cotton-ginning companies, the German government, the Bill & Melinda Gates Foundation, and other partners to expand education and training for African cotton farmers through COMPACI.⁴³ This initiative aims to raise incomes by 34 percent and involves more than 32,000 Zambian farmers. COMPACI seeks not only to expand the number of cotton producers but also to enable them to diversify into other crops, objectives that will be supported through the establishment of microbanks that facilitate loans for smallholders at reasonable rates and enable them to save for future investments.

The women's clubs formed by Cargill are another focus for CSR and CSV aimed at increasing food security (often in conjunction with income-generating activities). If a club shows that it is committed to undertaking an income-generating activity such as raising poultry or pigs (for example, by making bricks or otherwise building a facility for raising them), Cargill might respond by providing chicks or piglets (not cash) and linking the club members to an organization that can train them to raise their animals successfully. In some instances, however, women may need more consistent and advanced support—for example, to manage an expanding poultry operation or build new or better facilities for their birds—which they can receive by building links with the District Agriculture Department extension officers. As women learn new skills, they expect to apply them to new ventures, such as supplying agrochemicals or veterinary medicines, or keeping goats or cattle. Women highlighted the benefits of working as a group, such as engaging in activities to boost their incomes while acquiring more knowledge to improve their farming practices and thus increase their

⁴² See <http://www.cargill.com/corporate-responsibility/index.jsp>.

⁴³ See <http://www.compaci.org/index.php/en/>.

cotton production. In the village of Vene, the construction of one poultry house by one women's club was funded through philanthropic support from international visitors to Cargill. The women's club in Madzimawe Village was building a chicken run.

From Cargill's work in and with these communities, it seems that there are many opportunities for women to undertake additional income-generating activities that will enable them to increase their earnings throughout the year. One unmet need and potential market niche is for someone to aggregate commodities on behalf of Cargill. Some of the women in the cotton schools are growing sunflower and groundnuts as well as maize and vegetables. The women prefer to sell their maize to Cargill as opposed to FRA because Cargill pays promptly.

INTRODUCTION OF MICROBANKS

Cargill is supporting the development of microbanks, which will be supervised by and linked to a commercial bank to ensure that they comply with appropriate financial standards. The microbanks are intended to provide cheaper, more accessible financing through products that meet the needs of the farmer base, permit community members to save, and reduce the risk of losing or misusing money. All relevant interest groups are being represented on the microbank's executive board, including the local women's clubs. COMPACI intends to measure growth in incomes, and the new microbank can facilitate this monitoring.

Cargill is piloting banks in two rural communities: Kagoro (about 30 kilometers from Katete) and Lumezi (about 40 kilometers from Lundazi). Cargill has sensitized farmers to the importance of forming their own microbank. The two communities have each formed and registered a microbank with the Registrar of Cooperatives, and as of September 2013 they had contributed about US\$30,000 through membership fees and purchase of shares as initial capital. By March 2014, the microbanks had a membership of 3,155.

The Kagoro microbank committee has 13 members, including representatives from the church, cooperative, and women's club and civil servants in the community. There are two women in the committee (the treasurer and

BOX A.2. MICROBANK FEEDBACK FROM A RESPONDENT IN KAGORO (SEPTEMBER 2013)



They (Cargill) asked if we wanted a bank. We said yes, as the nearest bank is too far. We need a bank to safeguard our money, and to easily access money for school fees and other things. Some farmers borrowed money earlier from local lenders and they were charged 100 percent for every amount borrowed.

Sometimes farmers keep money in the house and lose all the money in case of a fire. Or when death visits a home, some farmers have failed to disclose where they hid the money in the house, so the money can't be found. So we felt that having a bank would be a good idea.

one general committee member). The commercial bank (Intermarket Bank, in the case of Kagoro) will train the microbank staff (manager, accountant, and cashier) and a subset of executive board members, who will in turn train other members. The village chief has provided the land for the microbank. At the time of the field visit, the community was mobilizing sand, stones, and making bricks to build the bank premises.

The bank membership will not be restricted to Cargill farmers; the whole community is welcome to save there. For loans, the bank is requiring collateral (livestock or a house, for example). This requirement could be a challenge for women, but an alternative might be for an NGO or even the women's group to act as guarantor.

BUILDING BUSINESS SKILLS FOR FARMERS

COMPACI has worked with Cargill (and Dunavant) to enhance management capacity and strengthen sustainable business linkages. For Cargill farmers, the productivity increase arising from this training was estimated at 171 kilograms per hectare in 2010–11, with an average income increase of US\$225 per farmer. In 2010–11 the productivity growth achieved by the 68,000 trained Cargill farmers was estimated to equal an overall increase in income of US\$15,300,000 (this estimate did not take the price changes into account, and with falling cotton prices it is unclear how this level of productivity has been maintained). Creating an enabling policy environment that provides for a level playing field to protect investments is of paramount importance. In Zambia, the ginneries agreed—with the assistance of COMPACI—on the establishment of a countrywide database on contract farmers to avoid double contracting and side-selling (*Cotton Africa Magazine* 2012).

EDUCATING THE NEW GENERATION

Cargill supports programs and projects that improve access to primary and secondary education for children, building skills in science, technology, and engineering, and developing partnerships with higher education institutions in the areas of agriculture, food security, and food safety. In Zambia, as part of its CSR program and in close collaboration with the Ministry of Education, Cargill embarked in 2009 on the construction of 10 schools in some of the communities where it operates (in Chama, Chipata North and South, and Petauke). Cargill had observed that the communities had few schools, that teachers were reluctant to work in rural areas because the school facilities were inadequate, and that farmers' children had to travel long distances to attend school or to forgo school entirely because of the distance. The decision to build schools is based on the community's population and commitment, aside from the distance to the nearest available school. Along with building classroom blocks, Cargill provides desks and educational materials, solar panels for power, and boreholes to supply safe drinking water. It also built sanitation blocks at the schools, which has improved attendance, especially of girls. The community contributes sand, labor, and bricks to the construction. In collaboration with Computer Aid International, at one of the rural schools Cargill has installed a Zubabox, which

is a mobile computer lab operating on solar power that has 11 individual computer workstations with satellite Internet access.

ENVIRONMENTAL STEWARDSHIP

Decreasing Negative Impacts

Women farmers said that they faced environmental problems on their farms, especially poor soil fertility, which is being addressed to some degree by training in the use of fertilizers. Most women have difficulty obtaining inorganic fertilizer, however. The other major difficulty they mentioned was inadequate rainfall. No one mentioned any problems in dealing with the agricultural chemicals used on the cotton.

Cargill partners with a number of organizations that demonstrate leadership in protecting their natural resources and promoting sustainable agricultural practices in their communities and supply chains (COMPACI and an NGO based in Chipata). To that end, Cargill plans to begin to introduce the women's clubs to beekeeping by providing the first six women's clubs with 30 beehives each. Cargill is of the view that because the insecticides used in cotton production have a negative effect on the bees, they should be facilitating the reproduction of bees and not their destruction. Two types of pesticide are currently in use; one is a contact insecticide that is problematic for bee production. Cargill is encouraging farmers to move toward "soft" cotton insecticides, although they tend to be more expensive. Most of the women's clubs are developing demonstration vegetable gardens, and the plan is to locate the beehives there. Together with COMACO (Community Markets for Conservation) in Zambia, Cargill has planted 53,000 *Gliricidia sepium* trees. These trees are an important part of farming practices in Africa because they fix nitrogen in the soil and boost crop yields significantly without the expense of chemical fertilizers. Cargill has also agreed to supply fertilizer on credit for the current agricultural season.

Water and Sanitation: The Hippo Roller Project and Sinking of Boreholes

In December 2011, Cargill sourced 90-kilogram Hippo Rollers and distributed them to 100 farm households in a community in Livingstone. Community members



(mostly women, who are generally responsible for collecting water for the household, but also children and the elderly) were drawing water from a distant source and head-loading it home.

The mission of the Hippo Roller project is to “improve access to clean water for rural and impoverished households by means of appropriate technologies including the Hippo Water Roller, consequently improving their quality of life and economic prospects.”⁴⁴ The project distributes sponsored Hippo Rollers in partnership with NGOs and donors to impoverished rural communities where access to water is limited. The project also promotes “education in hygiene, water purification, rain-water harvesting, and drip irrigation-based food gardens.”

Cargill donated more Hippo Rollers in October 2013 as part of its World Food Day campaign. Beneficiaries are encouraged to contribute to the cost of the Hippo Roller in cash or in kind, to the extent possible, to promote a sense of ownership and value. Consequently, the Hippo Rollers are likely to last much longer. Any funds collected remain in the community for the benefit of all. Cargill has also sunk a number of boreholes in the Chipata area and trained community members in the importance of good sanitation.

⁴⁴ See www.hipporoller.org/multimedia/.../zambia-cargill-december-2011.html.

Solar Equipment

Cargill has carried out a pilot project to procure and distribute 400 solar chargers to farmers and employees in the Cargill depots. They plan to analyze the performance of the chargers for facilitating the dissemination of information by staff on how to apply fertilizer and other chemicals.

CSR CHALLENGES AND FUTURE PLANS

With respect to CSR, some communities and chiefs were not initially receptive to the idea of cotton schools, thinking that perhaps Cargill had come to exploit them. Sometimes the challenges to CSR are internal; some company staff give CSR projects secondary attention, but the current General Manager, Lezanne van Zyl, is reported to be very supportive.⁴⁵ Cargill is currently exploring opportunities with the Ministry of Agriculture and Livestock for the government to take a more active role in coordinating and monitoring standards for companies coming into the country, as well as ensuring the Cotton Board is able to control its members, to eliminate side-selling. Cargill is also planning to build housing for teachers at the schools and continues to promote beekeeping among cotton farmers.

SUPPORT FOR GENDER EQUALITY, WOMEN’S EMPOWERMENT, AND HUMAN RIGHTS

Cargill has strong business reasons for seeking to work with women farmers. No management documentation or other communication clearly identifies human rights as a concern, but the ethical basis for Cargill’s work embodies many rights, including occupational health and safety, decent work, freedom of assembly, and labor rights. The most basic level of HRBA is to “do no harm,” but Cargill’s CSR activities goes beyond that baseline, ensuring in some cases the rights to food, water (particularly beneficial for women), education, and environmental improvement. With regard to women employees, there is evidence that Cargill encourages women (and minorities, including people living with disabilities) to apply for jobs. The company also supports these groups to move both laterally

⁴⁵ Cargill Office Administrator/Personal Assistant to the General Manager, Precious Sabuni, personal communication.

and up through the hierarchy. By ensuring a respectful and safe working place, Cargill enables women employees to feel comfortable and safe from harassment.

EVOLUTION OF WOMEN'S CLUBS

It was from the cotton schools that Cargill developed the idea of supporting women's clubs (to which men can also belong). Members of women's clubs receive training in topics similar to those covered in the cotton schools, and Cargill encourages the women's clubs to be officially registered. Once the members of a women's club have been trained, Cargill provides them with inputs to produce cotton (seed, chemicals, and sometimes sprayers) and maize (seed and fertilizer) on credit, on the condition that the club sell its produce to Cargill. Cargill buys cotton from cotton school farmers and women's clubs on a cash basis after deducting the cost of the inputs.⁴⁶

According to the Cargill management team, there is a clear logic behind the formation of women's clubs. In their communities, assets (animals, farm implements) are generally controlled by men, and farming is frequently carried out on the chief's land, which has been allocated either to the husband's or wife's family. The land "belongs" to the family, and will stay within that family, so much depends on whether the land has already been allocated to either the husband's family or the wife's family, and on the actual location where the family has settled. Cargill's own research found that men controlled and dominated the cotton schools (2,023 cotton schools are affiliated to Cargill throughout its Zambia operations)⁴⁷ although a small number of women participated. Cargill realized that there was a significant mismatch between the men, who were learning cotton production skills in the cotton schools, and the (largely) untrained women, who were actually producing the cotton in the field.

Men generally did not want their wives to attend the male-dominated cotton schools. In addition, the cotton schools

were generally operating at the depots, whereas the women needed to be closer to home. By creating women's clubs, the company found an acceptable way for women farmers to learn the skills to improve cotton quality, quantity, and productivity, and at a time and place that suited them. Each club is formally linked to a cotton school to provide support to the women. From zero clubs in 2010, the number of women's clubs increased to 599 in 2012, and 800 were registered by 2013. Note, however, that only 381 clubs were actively growing cotton and maize in 2013–14. The women's clubs average 20–25 members, with the smallest having about 15 members. Cargill encourages the clubs to belong to cooperatives as a means of increasing their negotiating power and obtaining government-subsidized inputs under FISP. There are clear benefits for the company; for example, no women had defaulted on loans as of February 2014,⁴⁸ and Cargill records show that women are much better at debt servicing than are male farmers.

Women from various clubs reported receiving training in land preparation, use of manure or chemical fertilizer, planting, weeding, spraying chemicals, and harvesting. Some mentioned learning about conservation farming, but it was unclear whether that training was provided by Cargill or others (some mentioned that facilitators trained by the government had been involved). Women exhibited great interest in continuing to receive training on farming techniques, including refresher courses on fertilizer and pesticide use, and they also expressed interest in literacy classes and business planning.

Cargill management considers it important to bring women together in groups, because the group setting provides opportunities for women to jointly consider and work on a wider range of issues, including food security and nutrition, poverty reduction, care of orphans, and HIV/AIDS. By mobilizing as a group, women gain a stronger voice in addressing these wider issues. They also jointly manage land on which they practice what they learn from the cotton school (if a member fails to show up at the cotton field to work, she is fined). Some clubs invest the profits from their group plot in savings and credit schemes; each woman contributes ZMK 5 per month, which is then loaned to an individual member (the traditional

⁴⁶ Farmers use their National Registration Cards for identification when receiving input credits and cash from Cargill. Each women's club selects a representative who will receive the input credit and also receive the payment for the crop on behalf of the club. Cargill has a system to differentiate between inputs obtained on credit by an individual who also is a representative of a women's club (and thus also receives the club's inputs).

⁴⁷ As reported in September 2013.

⁴⁸ Interview with Lezanne van Zyl, February 2014.

chilimba approach) in sums of up to ZMK 50. Loans must be repaid in one month with ZMK 20 in interest. Only some groups have started such savings and credit initiatives, however; others say that they do not know where to get credit in the village.

Because transparency and information sharing are essential to promote empowerment, Cargill endeavors to share information with communities, and it is also encouraging information sharing among its contract farmers through exchange visits between the cotton schools and women's clubs. The first was scheduled for April 2014; a group from Mwasemphangwe was to visit the Chingazi 'A' group.

IMPACT OF WOMEN'S CLUBS

There is evidence that the clubs and their links with the cotton schools have had an impact on women's farming. In 2009, Cargill issued 18 percent of its contracts to women farmers; in 2013, 34–35 percent were issued to women. The terms of the contract are the same for men and women. On average a farmer receives K 300 in credit for every hectare planted. Most women understood the terms of the contract, although not all women were literate. Furthermore, as Cargill does not make payments to third parties, if the contract is in the name of the woman, she is the only person entitled to receive payment—an important safeguard for women farmers. Women reported that they are paid in cash, which they receive immediately after they deliver the crop (in contrast, the government does not pay them in a timely manner for their maize). Many women commented that it was important for them to receive the payment themselves and use the money for household needs, as men often go drinking once they receive their payments. Cargill recently gave awards to farmers who obtained the highest yields; of the top 102 producers, 18 (17.6 percent) were women. Through their club membership, women said they learned of innovations to implement in their own households (for instance, sharing experiences in farming and in food preparation), which contribute to more sustainable livelihoods.

Through their involvement in the clubs, many women develop increased leadership, which contributes to their empowerment in the community and family and gives them more say in household management and control over household assets. Women commented that they feel

freer in the women's club environment to speak up and discuss the development challenges of their village, with few or no men present (if they are present, they constitute the minority). Women also reported feeling more confident when speaking with their husbands or neighbors.

The women interviewed individually, as well as those participating in group discussions, reported that their husbands were very pleased with their involvement, as they are bringing extra funds into the household. Support ranged from moral support to field assistance from husbands: "When I get seed (cotton or maize) on credit from Cargill, my husband makes sure he goes to the farm with me. We work together to make sure that we are able to pay back the loan and remain with some good amount of money for our house." One husband provided child care: "He is always encouraging me to work harder. He babysits when I go for meetings/farming or when I take my products to Cargill." During the group meeting, one woman reported that her husband was at home minding the children and preparing lunch.

In the near term, by training women to replace less productive farming practices for improved techniques, both Cargill and the women benefit from higher productivity and profits. Over the longer term, Cargill's efforts to empower women will enable women to realize higher incomes from farming and will create a stronger, more reliable supply base for the company.

Women once thought that cotton was a man's crop, but now they are confident in handling cotton production. Of those interviewed, 60 percent were satisfied and 40 percent were very satisfied with the crops they produced, but there was a high degree of dissatisfaction with recent cotton prices. Whereas almost all the respondents felt that the rights of club members were respected and identified no problems of discrimination, one woman mentioned that "envy" was a problem: "Other people [not members of the Cargill group] are jealous of me and my husband because of how we have progressed. They say we use traditional medicine (witchcraft)."

To summarize, the benefits of being in a women's club linked to a cotton school include access to an informal lending system and additional income for the household, which women use to send their children to school,

**BOX A.3. VIOLET ZULU, FIELD OPERATIONS
MANAGER, CARGILL (CHIPATA SOUTH)**



Violet Zulu has worked for Cargill, and previously for Clark Cotton, for many years and feels confident as a manager. She supervises 30 field staff who work with farmers, providing training and inputs (seed and pesticide) and buying the crops. She says that every farmer has a written contract but that competing ginneries tempt farmers to renege on their loan by offering a slightly higher price. She adds that many farmers are loyal to Cargill and dislike it when their colleagues default or side-sell, as they consider that the defaulters damage the group.

She feels that an important motivation for Cargill to be involved in CSR activities is to boost the loyalty of farmers. The relationship can be quite fragile. Cargill courts the farmers—it wants them to perceive Cargill as a good partner, and Cargill’s CSR activities are a good means of distinguishing them from other ginneries.

Violet recognizes that production was poor in 2012–13. The rains came late and ended early, decreasing the volume and quality of the cotton crop. Unlike sugar, cashews, or coffee, cotton is an annual crop, and farmers can easily decide at short notice to stop production and grow something else when the prices are low. This situation is problematic for Cargill, which tries to maintain production levels. Conversely, cotton is a good crop for hot weather. Even when there is less rainfall, if the rains are spread over the season, cotton can continue to do well—therefore, it could be a good crop for coping with climate change. Violet thinks it is important for cotton farmers to diversify—planting legumes, maize, and soybeans—for greater income and nutritional security.

buy food for the household, increase their assets (buying bicycles or cows, for example), improve their housing by buying metal roofing, buy household goods such as pots and furniture, purchase clothes for themselves and their

**BOX A.4. SUSANNE KANYEMBA, FIELD
OPERATIONS MANAGER, CARGILL
(KATETE)**

Susanne Kanyemba has worked with cotton since 1996. She values the role of CSR in building farmers’ loyalty. “Last year, when production was down, the other companies only reached 60 percent of their targets, but we were still able to reach 90 percent, as the farmers like to sell to us.” In general, she believes that women are more reliable than male farmers. Susanne says that if a farmer defaults, the farmer will not get credit in the future. If Cargill determines that there were extenuating circumstances, however, a farmer will still get a chance in the following year to get credit and repay the debt.

children, purchase fertilizer, build new homes (mentioned by two respondents), and grow vegetables for sale to others in the village. Other benefits are the ability to increase the diversity of the crops they grow, and their increased confidence in general.

One of the challenges with the women’s clubs is that few rural women are well educated (or even literate). As a result, the same educated women end up being selected for leadership positions in many other community organizations (church groups, NGO groups, and other women’s groups) and are overcommitted. For this reason, Cargill gives particular attention to promoting and developing leadership skills among the club members and also allows clubs to be open to men, who can also occupy a leadership position.⁴⁹

CHILD LABOR AND THE RIGHTS OF RURAL CHILDREN

Cargill, as a partner in the Cotton Made in Africa Initiative, supports ILO standards forbidding exploitative child labor.⁵⁰ Cargill encourages children to be in school and not working in the field and sensitizes women in cotton schools and clubs to the importance of school attendance. Discussions with women elicited no child labor problems

⁴⁹ This setup differs from the women’s clubs formed by the Ministry of Community Development, Mother and Child Health, in which men can serve as trustee members of a club but cannot occupy an executive position within the club.

⁵⁰ See <http://www.cotton-made-in-africa.com/en/>.

related to cotton production; women asserted that children helped out after school or on weekends. Some women said that their children were not attending school, but that was for individual reasons, such as bullying or a refusal to attend school, and not to make the children work on the farm. The women were also well aware of the risks of insecticide use by children and the importance of storing chemicals safely. They also pointed out that once young people leave school, they can struggle to find a role in the village, as unemployment is high and job opportunities are limited. Most turn to farming the family's land.

DOCUMENTING CARGILL'S EMPOWERMENT OF WOMEN

A rights-based approach to empower women would include efforts to improve women's status within the family and community, increase their meaningful participation at the decision-making level, and ensure transparency and information sharing. Examples in previous sections have shown that Cargill's practices are relatively consistent with such rights-based efforts. A recent edition of *Cargill News*, Cargill's global in-house magazine, featured Cargill's work to empower women farmers in Zambia. The magazine generally has a strong pro-women emphasis, reflected in its visual and written coverage of company issues. The magazine contains articles on Cargill's worldwide activities for International Women's Day 2013 (Cargill's "Day of Inspiration") and the Cargill Animal Nutrition (CAN) Women's Forum, held in Minneapolis, Minnesota (United States). The article on Cargill's activities in Africa feature three women employees (a country manager, junior trader, and district field operations manager).

BOX A.5. PRISCILLA MUTEMBWA, CARGILL COUNTRY MANAGER, ZIMBABWE

Priscilla is "excited about importing the Cargill Zambia concept of Cargill Women's Clubs for women cotton farmers. . . . A lot of these women didn't even know what a bank account was. . . . Their husbands would pick their money, but the women never knew how that money was spent. They didn't control the purse of their own labor. Now as part of the Women's Clubs, they have formed their own cooperatives. They are starting to use the assets to create small businesses—whether a grocery shop or a sewing business. Fantastic!"

STORIES FROM WOMEN FARMERS

Many women farmers were aware of some of Cargill's CSR activities. They mentioned the donation of mattresses to one hospital, the building and renovation of schools, computer purchases for the police, as well as the support given to the women's clubs regarding farming knowledge and income generation. The communities were involved in these activities from planning through implementation. The women interviewed rated these additional community support activities as very useful: "Women benefit as it provides income to them and as a result they are able to take their children to school and meet their other needs." "It is useful because the schools have improved from the (Cargill) assistance—better infrastructure, number of books, etc."

VWALA WOMEN'S CLUB (VWALA VILLAGE)

Vwala Women's Club is a relatively new group, started at the beginning of the planting season in 2013, following an awareness-raising meeting with one of Cargill's staff. The club has 10 women members (who were actively encouraged to join) and one man (who volunteered). The group has not received much training but there are plans to train them in conservation farming and appropriate agricultural techniques. They grow cotton and maize on their joint plot (1 acre for each club member), which was donated by the chief. Cargill has provided inputs—fertilizer (including urea), 10 kilograms of maize seed, and 15 kilograms of cottonseed. They work the land together approximately twice per week. Three of the members have mobile phones, so they can call the Cargill buyer for assistance. The group secretary, Elisabeth Nkomo, says that after they sell the first crop they want to start buying pigs or chickens. When asked whether they were tempted to side-sell, the women said, "No. Cargill is a very good buyer—it pays a better price than the competition and on time."

As well as their group activities, all of the club members (except one) have individual farming contracts with Cargill in their names. This year, three people who have a good track record with Cargill received fertilizer for their own land, whereas all received inputs of cotton and maize

MEMBER OF THE VWALA WOMEN'S CLUB TENDING HER OWN FIELD



seed. Payments for maize and cotton are in cash, paid directly to the women, whose husbands are happy with the income. They consider it to be the most profitable crop; maize is the second most profitable. If there is limited rain, then maize is the best crop. They commented on the drop in cotton prices over the last few years. In the past, they grew cotton without fertilizer, but Cargill is beginning to provide fertilizer to combat soil problems.

Cargill buyers and extension officers are assisted by Camp Officers from the Ministry of Agriculture and Livestock, who provide help with training. In other locations there has been training and awareness raising on climate change adaptation and tree planting. Cargill has planted nitrogen-fixing fodder trees (*Gliricidia sepium*) in many locations, buying them from government nurseries.

THOMO WOMEN'S CLUB (THOMO VILLAGE)

Thomo Women's Club started in August 2011. By working together, members hope to grow cotton and maize, and see whether their lives can change ("Working together is

MEMBERS OF THE THOMO WOMEN'S CLUB



easier than being alone"). The group rents land from a local landowner, paying approximately ZMK 150 per year. A major limitation to agricultural development in the village is that little land is available to smallholders; most families have very small plots and rent land (large landowners have the rest). The group planted cotton in their first year but was a little disappointed with the results, as there was little left to sell after they repaid their loan. Cargill then gave them a credit of ZMK 500 to boost their business. They have repaid the loan but still have a small remaining balance. In 2013–14 they received maize and cottonseed as well as fertilizer, and they hope for better results. The group has five men and twenty-one women, including the Village Headman, Pearson Nbebe, who is also the Market Centre Chairperson for Cargill. The group has received training from Cargill in its five-pronged approach to increasing yields: proper land preparation, timely planting, optimum plant population, effective weed control, and integrated pest management. Earlier, the men received training at the depot, but the women could not attend; the recent creation of the women's club has the advantage of enabling women to receive training in the village.

Five of the women in the club also have individual contracts with Cargill for working on their own land. No one is growing tobacco for other companies at present (even though it is a big crop locally), as they do not have enough land. They are also aware of the need for child labor to process tobacco, and they consider it more important to send their children to school.

When asked about the attitudes of their families, the women responded that their husbands are very happy with the results of their participation in the club. There are some problems with the men drinking home-brewed alcohol (*kachazu*) made from sugarcane with various additives. In general, they did not admit to any problems with domestic violence. The women said that they can sort out any problems alone or as a group.

STORIES FROM WOMEN WORKERS

Cargill is an equal opportunity employer, providing equal pay for equal jobs. Inclusion of women as well as persons of different sexual orientation (this is theoretical rather than factual, as homosexuality is illegal in Zambia), race, or disability is encouraged. Units receive more “points” if they hire persons from these groups. If a woman wishes to apply for any position and is able to do the work, she can get the job. There is a target of at least 30 percent women in supervisory posts (the engineering team currently has three women and five men). Units must report on a quarterly basis against these criteria.

The research team witnessed many women working in the laboring posts, including two employees with slight disabilities (limps). The only units with no or few women workers were the mechanical repairs unit and the unit that treats cottonseed with insecticide. Despite the safety clothing and equipment provided, the management considers it safer for women not to work with chemicals to avoid exposure during early pregnancy. Several laboring staff said that women are treated differently in that they are given physically lighter work than men, but that both men and women are paid the same. Two informants reported that they knew of women who had resigned because of becoming pregnant, but they stated that this was voluntary.

GUIDING PRINCIPLES

Cargill has guiding principles covering ethics, including sexual harassment, bullying, and corruption. Violation of any of these ethical principles results in immediate dismissal. In practice, it does appear that sexual harassment is a dismissible offence. Even if the victim fails to report it, if there is a witness who reports it, the perpetrator could be subject to dismissal. All the women reported that

BOX A.6. MERCY PHIRI, OFFICE ADMINISTRATOR, CARGILL ZAMBIA



Mercy Phiri is on a permanent contract. She has training in business administration and is studying part-time for a bachelor's degree. She commented that the staff like the conditions and the pay is sufficient, a little above the market standard. There are no problems with harassment and the ethical policy is very good. Mercy said that the ethical principles are very much in line with her beliefs. It is a living document—not just something put up on the wall. There is the initial training and then constant reinforcement, including in the annual assessments.

they felt comfortable and respected by their fellow workers. They stated that if a case of harassment occurred, it would lead to dismissal. However, none knew of any case of harassment. The Cargill buyers and drivers clearly expressed their knowledge of, and satisfaction with, Cargill's guiding principles.

WORKPLACE SAFETY

Cargill's 2015 workplace safety goals are to achieve zero fatalities among employees and contractors, zero injuries at 75 percent of its more than 1,200 operating locations globally, and a reportable injury frequency rate (RIFR—defined as the number of injuries per 200,000 hours worked) of 2.0.⁵¹ More than 860 of Cargill's 1,200 locations (71 percent) worked injury free in fiscal year 2013, including Zambia. Cargill has an active succession plan for staff. All major posts have an alternative trained person on stand-by in case of accident.

⁵¹ Cargill achieved the RIFR goal in fiscal year 2013, two years early.

BOX A.7. MWAKA MCGEACHY, HUMAN RESOURCES MANAGER, CARGILL ZAMBIA



Mwaka McGeachy started at Cargill five years ago after studying for a Human Resources Diploma. She started as an administrator prior to promotion. Mwaka is married and had a seven-month-old baby at the time of the interview. Her family is very supportive of her work.

Mwaka said that there are currently 62 people who are union members (the National Commercial and Industrial Workers' Union). They have an elected committee, with a secretary and chairperson. Casual laborers are not union members, but they also elect a committee to negotiate with management. Cargill requests that workers elect equal numbers of women and men to the committees.

The generous maternity leave of five months originally was suggested by the union (the statutory instrument sets a four-month leave period, whereas the Employment Act states three months). During 2013, five people took maternity leave (including Mwaka), but in most years it is fewer.

The casual staff are paid according to the days they work (unless they have a sick slip), and it is quite common that they do not

turn up for work. Men usually are absent because they are farming, and women miss work to look after a sick child. However, if they miss three days without an excuse, their contract will be terminated. Both men and women can take days off for family reasons (sick child, funeral), but they need to register their family members to prevent attempts to take advantage of the system.

The guiding principles and human resources (HR) policies are strongly reinforced. During induction (induction information is translated into local languages), staff members sign forms stating that they understand the principles, which are also reinforced through refresher training and by signage.

Women are encouraged to apply for jobs. Staff are also given the first chance to apply for posts. The company is keen to empower women. Personally, Mwaka feels valued by the company. There is a positive energy, and no one scrutinized her age or gender or ethnicity. Anyone can take the challenge to simply prove that she can do the job. As far as she can see, there are no glass ceilings (or walls). In particular, having a woman in a top management post in Zambia is very motivating.

Cargill works closely with the Zambia Federation of Employers as well as with some project partners and the Eastern Province Chamber of Commerce, which is a member of ZACCI. ZFE is particularly supportive; they provide information on labor issues, statutory instruments, and policies.

The Government Labour Inspectors conduct spot checks for problems, but there is never any problem and they have a smooth relationship with the company. Mwaka proposes that it would be beneficial if the Labour Office gave training to employers and employees so that both sides understood the rules better.

The heavy weight of grain sacks was discussed with the Cargill Occupational Health and Safety team, who are concerned about the risks to the workers, and have a plan and budget to provide smaller sacks to farmers for this season. In addition, they are considering experimenting with bulk grain handling (although they wonder whether clients would be prepared to accept the added costs). This was a good example of Cargill observing problems and then working to deal with them.

The laboring staff said that they had received thorough training on occupational safety. They mentioned that there are safety talks every day prior to starting their shift, and all knew the importance of wearing their uniform and safety gear.

SUPERVISORS

One of the women supervisors said she had started six months previously, and considers her job to be very good. The only downside is that she tends to work late every night because of the workload, which sometimes means that she has to walk home in the dark. She lives nearby and normally feels safe, but if she feels nervous then one of her male colleagues in the same unit walks with her. All staff interviewed in the office were young and university educated (two women and two men). (One interview appears in the main text; see box 7.2.)

LABORERS

Laboring staff work one of two shifts per day—one of 10 hours (plus one hour of breaks), and one of 12 hours

BOX A.8. TAMARA MUBANGA, ENVIRONMENTAL HEALTH AND SAFETY COORDINATOR, CARGILL ZAMBIA (CHIPATA PLANT)



Tamara Mubanga started working at Cargill in March 2013 and is very satisfied with her post. She has a bachelor's degree in Natural Resources Management, and after qualifying, she saw the advertisement for a job at Cargill (she noted that there was a clause saying that Cargill encouraged women applicants). Despite being a young woman, she has not had any difficulties in dealing with the men working in the plant. They have a good professional relationship. She feels that there is no differentiation between men and women in the company. There is no sexual harassment or bullying.

Tamara described the staff gender breakdown in the plant. The main locations where there are only men are the “gin

house,” where the mechanics work on heavy machinery, and in the shed, where the seed is treated with insecticide.

Tamara has received some training on the job and hopes to attend more courses in the future. She does not work shifts, but during the ginning season, the hours are very long. As a single woman that is not a problem, but she imagines that for married women with children it might be difficult.

She notes that seasonal workers return in large numbers year after year to work for Cargill. This is a win-win situation—it is good for the workers, as they enjoy working there, and it is good for the company, as the workers are already trained and transition straight back into the workplace. The workers like their jobs at Cargill, particularly the safety procedures. There is an overall emphasis on the staff coming to work, achieving the business goals, and going home safely.

Tamara is not a union member, but some staff are. It is important that staff go home if they are sick (they can get a sick note), as it could be dangerous if they are working in the operational teams when feeling below par. They cannot come to work drunk, as doing so is a dismissible offence.

BOX A.9. YVONNE DAKA, TRADE EXTENSION OFFICER, CARGILL ZAMBIA



Yvonne Daka has a very long history in the cotton sector and in the company. She came to work in Clark Cotton from university in 2002, where she was the only woman in her ginnery. When Cargill took over in 2006, she moved to Cargill in the ginnery, working in logistics. She has progressed through the post of Procurement and Logistics Manager, to the post of Trade Extension Officer in 2013, moving from the plant to the professional side in the office.

Yvonne is a single mother with two children. She enjoys the work very much and is coping well, despite the long hours and the need to juggle her work and home responsibilities. At Cargill, she feels that there is much more gender equality and that women are strongly promoted. There are now many women working at Cargill. On International Women's Day, Cargill encourages the women to celebrate—although not necessarily on March 8; in August 2013, all Cargill women staff from across Zambia came together for a day to celebrate.

When Yvonne first started work in the ginnery, she said that some men were a little resistant to taking her orders. However, once they got to know each other they learned to respect her. In fact, she likes to work with male staff (or unmarried women) during the ginning season as it is easier for them to be flexible in their working hours, without pressure from home (though the village culture is gradually changing). She uses the guiding principles of Cargill in her day-to-day work. For instance, she reminds her team every few days of the importance of transparency. In logistics, there is always a risk of being offered a bribe and it is important to operate fairly and ethically.

BOX A.10. MWANIDA SAKALA, YARD SUPERVISOR, CARGILL ZAMBIA PLANT



Mwanida Sakala started working with Cargill’s predecessor company, Clark Cotton, many years ago, working for some 12 years on casual contracts. This year is her third as supervisor, and she is on a permanent contract. She has stayed so long because she appreciates the wages and the work. Mwanida has learned business skills during her induction and on the job, as well as saving enough for a capital fund, which has allowed her to start trading in maize at home. She described staff conditions as good. They receive lunch in the canteen and a transport allowance.

She feels that it is particularly good to work in Cargill because she can learn a lot. She also feels that “women are empowered—we learn what to do and then can decide and think for ourselves.” The men and women are treated equally and there is no discrimination or harassment. She puts this down to the strict application of the Cargill rules and ethos; it is discussed at the induction, forms part of the written contract, and is reinforced at the start of each shift.

She noted that the women do very well in the cotton ginning (forking and other tasks), but that the bags of maize are sometimes very heavy. She feels that she has adapted to the heavy lifting work but said that some women feel the strain physically. She laughed when she said that she found she was working so hard physically and that when she spent time at home between contracts she felt restless and tense—it seemed that she really needed to work.

(plus one hour of breaks). There is a staff ablutions block with separate men’s and women’s facilities. Casual laborers are paid according to the days they work (unless they have a sick slip). If they miss three days without an excuse, their contract will be terminated.

The women interviewed reported that they are paid overtime for any additional time worked. The laborers are on

BOX A.11. ESTHER ZULU, GENERAL PLANT WORKER (CASUAL LABOR), CARGILL ZAMBIA



Esther Zulu has worked at Cargill more than three years, working short-term contracts during both the ginning season and the off-season. Last year, she worked seven months, and rested between seasons. She is married with two young children, but says that she copes well with the shift work. Her husband is very happy with her earning a salary, and he helps out with the children in the mornings. The only difficulty is sometimes sleeping in the daytime, but her husband takes the young children out to allow her to rest.

Esther likes the respect that women receive at Cargill. Men are told to help out the women if needed, and she feels that the women workers are put first. There are no problems in the working relationships between team members. She thinks this is probably because of the good induction that is given by the supervisors and HR manager, stressing equality and fair treatment of others. A good indication of her satisfaction is the fact that she keeps coming back for more contracts. She aspires to get a permanent contract at a higher level.

Esther said that the work is physically tough, especially working with maize during the off-season (work in the ginery is less stressful). Both men and women complain at times of the hard work, but she has not had any problems and is able to cope. The main difficulty is from the sacks of grain that are over-filled by the farmers—or sometimes very large. They can be very heavy, and even need several men to carry them at times.

temporary contracts, depending on the harvest. If the harvest is good, the contract might be for six months; if it is poor, they are employed for only three months at a time. They are not paid if they miss work—for instance, because of sickness.

Laboring staff noted that the government plays a role in their lives by ensuring the application of the minimum

wage standards. Apart from covering daily needs such as food and schooling costs, those interviewed had also used their cash earnings to invest in household goods such as bicycles and refrigerators, as well as cattle, metal roofing, and fertilizer or even building houses. They do not receive health care services from Cargill. There was also some uncertainty about Mother’s Day—some reported that the opportunity to take off one day per month was available but most did not take it.

THE COMPANY’S PERFORMANCE IN THE CONTEXT OF THE SIX DOMAINS

The research team identified the following good practices in relation to the six domains critical to women’s economic and social activities (table A.2):

- » Encouraging the communities to mobilize and organize themselves, so that they come together based on need, which could be a factor in making them more sustainable.

- » Setting up women’s clubs as part of the cotton schools, thus making it possible to increase women’s representation and voice, and increase the platforms for support that women can give to each other.
- » Encouraging young women and men farmers to consider a career in agriculture, given the fact that the current farmers are aging. This practice could help to overcome obstacles created by looking at women as a homogenous group, despite obvious age and lifestyle differences.
- » Allowing other family members to take over a contract and debt after the contracted farmer has died. In cases in which it is a man who has died, a woman can take over, and the family will continue to benefit from the commercial and contractual relationship with the company.
- » Including leadership as a topic in the training offered to women in leadership positions, and empowering women to take on leadership positions.
- » Placing a very strong emphasis on workplace safety and health as well as on ethical behaviors in the workplace, so that women feel confident that their rights are protected and decent work can be assured.

TABLE A.2. CARGILL ZAMBIA’S PERFORMANCE IN THE CONTEXT OF THE SIX DOMAINS

Domain	Cargill Zambia
Government	There is only limited government involvement at the production stage, via extension workers. Cargill would appreciate increased involvement by the government, particularly in relation to supporting the Cotton Board and ensuring that new entrants into the private sector operate with good governance and transparent trading practices. The use of agricultural chemicals is regulated. In addition, workplace standards, such as minimum wage, are guaranteed by the government. Government Labor Inspectors carry out spot-checks. However, it might be beneficial if the Labor Office gave training to employers and employees, so that both sides understood legislation better. Some government representatives remain skeptical about the role that the private sector can play in agricultural development, ^a but others are encouraging.
Workplace	<p>Cargill’s policies on workplace safety and health, succession planning, and ethical principles are a strong element in ensuring decent working conditions for both women and men employees. The ethical standards were mentioned by everyone, men and women, casual or permanent employees, laborers or management. These are clearly understood by all, reinforced regularly, and applied in practice. They are not simply signs on the walls, but are living standards. The five-month maternity leave is above the normal in Zambia. A transport allowance is paid to all.</p> <p>Several women employees noted that having women in high-level management roles was inspirational and motivating. The team heard of many women rising through the ranks, from lower laboring roles to supervisory positions. Support is offered in some cases for study leave or covering the cost of exams.</p> <p>There is a union presence at the ginnery (the National Commercial and Industrial Workers’ Union), and an elected representative committee. Casual laborers are not union members, but they also elect a committee to negotiate with management. Cargill requests that workers elect equal numbers of women and men to the committees. A clear sign of a good workplace is that the casual staff return year after year. This is good for both the workers and for Cargill, as it is easier to work with experienced laborers.</p>

TABLE A.2. *continued*

Domain	Cargill Zambia
Marketplace	<p>Cargill is offering a more stable market to smallholder farmers. Input costs are covered by the company in the form of a loan. Cargill is a preferred partner for many smallholders, because it has a reputation of paying promptly. However, global cotton prices are also a risk for cotton farmers, and the market fluctuations are seen by some (including government) as Cargill not paying farmers enough for their crops. It is difficult for some to understand that in a free market there is the possibility for high prices but also the risk of losses. As a large company, Cargill has some room to cushion the impact on the farmers.</p> <p>Cargill works closely with the Zambia Federation of Employers as well as with some project partners and the Eastern Province Chamber of Commerce. ZFE is particularly supportive—they provide information on labor issues, statutory instruments, and policies.</p>
Environment	<p>Agricultural chemical use is a risk in cotton production. Cargill aims to minimize their use, and encourages farmers to move to “softer” chemicals, but they are more expensive. To counteract the impact of the chemicals on bees and honey production, Cargill is piloting beekeeping. Through their CSR activities, Cargill is supporting activities on water and sanitation, and renewable energy.</p> <p>The most significant environmental problem mentioned by farmers was the poor soil, requiring fertilizer application. Fertilizer can be a significant element for success or failure of the crops, and normally women are less likely to be able to access fertilizer. Cargill has begun to provide fertilizer as part of the credit support to farmers (including women) with a good track record, to improve production.</p> <p>Cargill encourages farmers to maintain diversity, growing several crops—both commercial crops and those that are important for food security. This practice helps to protect farmers from the effects of variable weather.</p>
Community	<p>Group members have become involved in joint planning with Cargill for community projects, such as raising chickens or pigs. Cargill builds and supports schools (providing water and sanitation facilities, learning materials, solar batteries, and other supplies), partly as a CSR approach to build community support and loyalty, with a spin-off of good public relations. These efforts can also to some extent be considered CSV, as Cargill considers it important to develop the workers, farmers, and consumers of the future.</p> <p>Access to credit is a major impediment for farmers, so the company’s support for microbank development is significant, as it will allow women and men to have accounts and protect their savings instead of hiding them at home.</p>
Home	<p>Farming households were very positive about the specific support given to women by having the cotton schools work through the women’s clubs. There are many examples of women using their income to help acquire household assets, improve household structures, support children’s education, and stimulate additional income-generating activities. Training was designed specifically for women and provided on site, rather than at the depot, thus allowing women to participate. Training is provided in good farming practices for various crops (cotton, maize), such as field preparation, use of manure and inorganic fertilizers, planting, weeding, spraying chemicals, harvesting, and conservation farming. Cargill has supported improvements in household nutrition, HIV/AIDS awareness, and women farmers’ knowledge and skills. Women have increased confidence in their skills. Some men are also members of the women’s groups. All women interviewed were positive about the impact of Cargill on their household. Their families and husbands were happy to have the extra income, and the men were prepared to give the women extra help with household duties.</p> <p>Cargill pays only the contract holder. Most women said that they plan the household expenditure together with their husband, though some did say it was important to have their money paid into their own hands—to avoid the man of the house taking the money to buy drink.</p> <p>In some locations land is easily available, but in other villages it appears that only a few people control the land. Some women’s groups have received land from chiefs.</p>

^a See *Reuters*, 2014, “‘Paternal’ Western Firms Can’t Solve Africa’s Farming Problems, Says Zambia,” February 5.

APPENDIX B

CASE STUDY OF EASTERN PROVINCE FARMERS COOPERATIVE LTD.



BACKGROUND

Eastern Province Farmers Cooperative (EPFC) is a community not-for-profit business, registered with the Zambian authorities in 2007. EPFC provides farming services to smallholder farmers who have organized into cooperatives. All profits are reinvested in the operation. The organization is growing quickly; as of March 2014 it was working in Chipata, Lundazi, Petauke, Chadiza, Sinda, and Katete Districts of Eastern Province (there are plans to expand eventually to other provinces). The business approach is to link agricultural extension with market-oriented production for smallholder farmers, including through the provision of loans in the form of the best varieties of certified seed. In addition, training and support are provided throughout the agricultural cycle, as well as access to a secure market.

The company grows groundnuts (both for certified seed and commercial sales) and some beans, through contracted smallholder farmers. The farmers (20–50 generally self-selected individuals) form registered Farmers Associations or Cooperatives. EPFC signs a contract with the farmers in which EPFC agrees to provide seed, training, other services, and product marketing in exchange for the produce. Each farmer pays a commitment fee at the start of ZMK 50 per household, although if a household genuinely cannot pay, EPFC will sometimes delay collection of the fee until the harvest payment. Each group has a lead or contact farmer for communication and extension services through EPFC. EPFC provides training in agriculture, business, gender issues, and HIV/AIDS, normally to groups of women and men together (not specifically to women’s groups). Two of the groups have built local storage sheds with a capacity of about 50 tons, and an office from which to run the group’s activities. The next development steps for EPFC will be to increase mechanization and further improve local infrastructure.

EPFC’s facilities as of March 2014 include a warehouse that has a capacity of 500 tons and the capability to manage 30-ton loads direct from the warehouse to trucks drawn from transport providers. There is also a system of village storage in the main buying centers, linked to the farmers’ groups. At present, the company is expanding. EPFC facilities occupy land belonging to the Ministry of Agriculture and Livestock, the company has received funds from UNDP (African Facility for Inclusive Markets Fund), which it is using to build a new “fit for purpose” warehouse on its own land, as well as for training extension staff. The warehouse will permit more storage and provide better working conditions for the women, as more of the working area will be sheltered from the sun and wind. EPFC will also build their own office facility and laboratory.

The company currently works with 6,273 farmers and plans to increase the base to 10,000 farmers by 2015. Of these farmers, 512 (244 women) grew certified seed in 2013–14. EPFC employs 12 permanent staff (2 women, 10 men). The company notes that it is difficult to recruit women for some of the skilled positions, as very few women apply when vacancies are advertised, even though

applications from women are encouraged. The lack of applicants considerably limits the prospects for increasing women’s participation and representation on the staff. Pay, training, and leave allowances are the same for men and women and are in line with Zambia’s labor laws. During the marketing season from May to December, EPFC employs about 200 women on short-term contracts in the warehouse for sorting and grading.

EPFC has a small board, and a managing director based in the UK. The company benefits from inputs from a VSO (British Volunteer Service Overseas) worker.

SUBSECTORAL CONTEXT

GROUNDNUTS AS A CROP

Eastern Province has the greatest production of groundnuts nationally. Groundnuts are an important part of the livelihoods of the majority of the Zambian population, particularly the rural households. The crop is produced by nearly half of the estimated 1.4 million rural smallholder households, making it the second largest, after maize, in terms of production volume and hectares cultivated. Approximately 8.8 percent of land cultivated in Zambia is planted to groundnuts. Groundnuts are reasonably tolerant to droughts and floods, making them a potentially useful smallholder crop for coping with climate change. They are also good for crop rotation as they fix nitrogen in the soil. A big advantage is that they are an important crop for food security and nutrition, on



top of their commercial value. Groundnuts have traditionally been a common crop for women—24 percent of female-headed households grow them, and within male-headed households, the groundnut crop is often under women’s management, although the production tasks are likely to be shared. Women dominate the informal trade in groundnuts in markets (Agricultural Consultative Forum 2013).

Despite strong demand, the area under groundnuts has fallen significantly in recent years. The total quantity produced has varied from about 160,000 metric tons of shelled groundnuts in 2009–10 to 278,775 metric tons in 2011, and 113,000 metric tons in 2011–12 season (Mofya-Mukuka and Shipekesa 2013). The main constraints on production by smallholders, including by women, appear to be the following:

- » Low use of improved seed, leading to low yields (in 2012, 78 percent of households growing groundnuts used local recycled seed) (Tembo and Sitko 2013).
- » The high labor requirement, which discourages farmers from producing much more than what is needed for household consumption.
- » Low and unpredictable prices.
- » Risks of aflatoxin contamination.

Chipata recently opened a rail connection through Lilongwe (Malawi) to an international port on the Indian Ocean at Nacala (Mozambique). This will eventually provide an efficient rail and shipping route to the main international markets for groundnuts.

INFORMATION FROM EPFC HEADQUARTERS

EPFC produces two main products: groundnuts, and groundnut seed. It sells certified groundnut seed to SeedCo (Zambia and Malawi), Zamseed, and local NGOs, and sells commercial groundnuts to COMACO “It’s Wild” (Zambia), Junglebeat (Zambia), and GWK Ltd (South Africa). Another trading partner is the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT). EPFC produces several varieties of groundnuts, and has a strong potential market in Malawi, but the limitation to date is that Malawi has been controlling the use of hard currency for imports.

John Hamlin, EPFC founder, describes the business as follows: “EPFC delivers seeds, training, and an honest market at a ‘best’ farm-gate price, while the farmer is obliged to repay the seed loan plus offer a first option to buy the crop. Two bags of seed are paid back in exchange for each bag loaned. . . . The two bags are then used to start two new farmers off” (*New Agriculturalist* 2012).

EPFC is working with smallholder farmers on contract, providing inputs on credit. This is a business, not a cooperative, so EPFC works with farmer groups, small cooperatives, and some individual emergent farmers. The company has organized some groups, but mainly it has picked up groups already organized by others (NGOs, for example). When recruiting farmers, EPFC will take all who are interested, but they prefer to work with women when possible.

EPFC started in the 2007–08 production season with only 275 farmers. For the 2013–14 season, field officers have been recruiting and training many more new farmers and now have 6,273 working with them. However, whether EPFC will be able to subsidize all of them depends on the quantities of seed available. The best farmers growing with EPFC have increased their yields to 1,800 kilograms per hectare, from a low of 800 kilograms per hectare in the 2007–08. The reasons for the jump in yields appear to be the training that farmers received in modern agricultural practices, especially crop husbandry management and postharvest handling (including quality control and assurance). Better quality seed also makes a difference. For small-scale farmers, 1,800 kilograms per hectare is the best yield so far, although commercial farmers using machinery can produce up to 3,000 kilograms per hectare. The lowest yields are 600 kilograms per hectare and below.

EPFC also distributes certified seed from the Zambia Agricultural Research Institute’s Msekera station to farmers for multiplication. Zamseed also has an outgrower scheme, which has started to overlap with EPFC’s, but Zamseed does not work closely with the Seed Control and Certification Institute (SCCI). In previous years, EPFC has sold seed multiplied by its outgrowers and certified by SCCI to Zamseed. During 2013, despite having a Memorandum of Understanding with Zamseed to purchase 100 tons, Zamseed bought no seed from EPFC.

EPFC is affiliated to ZNFU but has had little involvement with the organization, because ZNFU's programs are not so relevant to EPFC. EPFC tried to interest ZNFU in developing the Groundnut Industry Association of Zambia, an initiative that came out of the USAID Market Access, Trade, and Enabling Policies program, but new initiatives have arisen within ZNFU to encourage an Oil Seed Association of Zambia, which would include groundnuts. If groundnuts are a recognized crop with an association able to lobby on behalf of small-scale farmers, it would be very helpful.

CHALLENGES FACED BY EPFC

Challenges to the business model for seed multiplication include side-selling and seed contamination. Although the selected farmers enter into contracts stating how much seed each farmer is required to produce, some farmers still sell the seed elsewhere. To date, there is no law under which such farmers can be prosecuted for side-selling, because the Seed Variety Act, a statutory instrument that contains such laws, has not yet been enacted. EPFC can only aim to improve farmers' loyalty by building trust and providing incentives. Seed contamination is another challenge in multiplying seed. Cross-pollination occurs when other varieties grow within a radius of 400 meters (Mofya-Mukuka and Shipekesa 2013). Most seed sold in local shops is in fact recycled seed acquired from local farmers and repackaged—and consequently likely to achieve much lower yields than true certified seed.

Aflatoxin testing is necessary in groundnuts, particularly if they are intended for export. EPFC has a lab on site to test the moisture content of all groundnuts (high moisture levels encourage aflatoxin to develop). Batches with a certain level of moisture are then sampled for aflatoxin. Two of the young women office staff (including the database officer) have been trained to carry out the testing. Aflatoxin is a dangerous problem, and batches with very high levels are burned at the end of the season. EPFC has proved via the testing that its groundnuts are of export quality. The opportunity exists for the company to sell its testing services to other production companies such as COMACO.

Although demand for EPFC's products is strong, one of the biggest problems facing the company is cash flow. EPFC received a soft loan (from Root Capital in Kenya, at

12 percent) to buy the crop from farmers in 2013, but there is a financing gap until the final product is sold, and overheads and salaries of processing and office staff still need to be paid. EPFC considers that 2,000 tons of production per year would make the business viable and sustainable.

Their clients sometimes pay them late, yet EPFC always tries to pay the farmers at point of sale. As a small company, EPFC feels that it must cultivate the loyalty of the farmers. EPFC sets its price by taking a share of the final market price achieved, usually about 15 percent. In this way, the organization is placing a premium on the output, rather than the input-focused targets of the agro-dealer network. The company paid ZMK 6 per kilogram for seed for the 2012–13 growing season, while the market price was ZMK 5 per kilogram the year before. For commercial groundnuts, they paid ZMK 4 per kilogram.

Enormous price fluctuations have occurred from year to year, as well as seasonal supply and demand fluctuations within the year, leading to considerable seasonal price movements. There is also a big variation in price if groundnuts are sold in remote areas off the road, as opposed to being sold in Chipata.

Commercial bank loans would be too expensive for EPFC (running at approximately 25 percent per year). To date, the company has obtained some soft funding from donor organizations, such as Self Help Africa Seed Grower Association Support (motorbikes, computers); AgDevCo UK (truck, pick-up), and others.

Under these conditions, it is easy to understand why side-selling is such a problem for the company. Zamseed contracted with EPFC farmers to grow groundnuts in 2012–13, although the research team found that some farmers returned to EPFC in the 2013–14 season. Last year some individual buyers bought the crop while it was still in the ground. EPFC feels that the farmers were tricked into accepting a lower price to get paid earlier.

INCREASING YIELDS BY WORKING ACROSS ALL STAGES OF THE VALUE CHAIN

Unlike their competitors, EPFC does a lot of training for farmers in new production techniques. Four officers work

permanently in the field with farmers. In addition, the company works closely with the SCCI inspectors, taking them to inspect the crops in the ground 2–3 times per crop cycle (a requirement for producing certified seed). The EPFC staff have received training from SCCI but prefer that SCCI inspectors work with them to provide an element of external monitoring that can build the confidence of commercial buyers in EPFC’s product. SCCI prefers to work with farmers growing more than 5 hectares, but they are prepared to work with EPFC on smaller plots (a 3-hectare minimum). Improved production techniques are leading to increased yields, currently moving many of the farmers who have worked with EPFC since 2007 from below the poverty line (US\$1 per day) to US\$2,000 per year. Their target is to reach US\$3,000 per year by 2015.

EPFC plans to work further with all stages of the value chain: they are looking at further mechanizing production, using irrigation to convert from rainy season to three-season farming, and developing new regional and international markets. Opportunities also exist for processing the nuts into peanut butter or oil. Already shells are sold as poultry feed inputs, but there may be a market for the nuts. There is an ambition for EPFC to open a peanut butter plant in Chipata, but to be sustainable it would need at least 2,000 tons of edible nuts per annum, plus an enormous investment in the plant—hence the first step is to encourage better quality and quantity of production. The immediate priorities are to find funding to renew the four aging motorcycles for the field officers, recruit two more field officers, and find new motorcycles for them. Obtaining investment funds for these essential vehicles is a continuing challenge.

ENGAGEMENT IN CSR AND CSV

As a small not-for-profit company facing considerable financial pressure, EPFC is not in a position to carry out many CSR activities. Whereas the management recognizes that needs exist at the community level for improved water supplies or community business training, they cannot afford these activities unless they give an immediate benefit to the business. As a consequence, EPFC focuses

BOX B.1. WHYTSON SAKALA, TEAM LEADER, EPFC



Whytson Sakala has worked at EPFC since 2007 and is in charge of all operations in the field and warehouse. The economics of growing groundnuts are as follows: At planting, farmer members receive a loan of 40 kilograms of groundnut seed. For certified seed production, this should yield 1,000 kilograms, of which 80 kilograms has to be repaid to EPFC. Usually the farmer keeps about 100 kilograms for family use. The balance of 820 kilograms of groundnut seed can fetch ZMK 6 per kilogram (last season’s price), thus providing a potential return of ZMK 4,920.

For those producing commercial groundnuts, the original 40 kilograms of seed usually produces approximately 800 kilograms. If the farmer keeps 100 kilograms, that leaves 620 kilograms available for sale at ZMK 4 per kilogram (last season’s price) or ZMK 2,480 for the crop.

Whytson said that EPFC is not yet developing new products or adding value to local groundnut production. Significant volume would be required to warrant an investment in a processing and packaging plant in Chipata, but this is part of EPFC’s longer-term plans.

Membership of EPFC has expanded to over 6,000 members in the 2013–14 season, and it is planned to expand to 10,000 members in the near future. Women farmers are an important part of EPFC’s membership, and they are loyal to EPFC as well, rarely defaulting on their loans.

on activities directly related to the business of groundnut production, such as providing training for farmers, rewarding successful farmers, and ensuring that farmers are paid on time. Most critically, they aim to develop strong relationships and loyalty with their farmers.

SUPPORT FOR GENDER EQUALITY, WOMEN'S EMPOWERMENT, AND HUMAN RIGHTS

MAINSTREAMING GENDER WITHIN EPFC'S STRUCTURES

Since January 2012, EPFC has a Gender Policy that it prepared with its staff. The policy refers to Zambia's National Gender Policy, Zambia's constitution, the Industrial and Labor Relations Act, and the Citizens' Economic Empowerment Act, including international conventions to which Zambia is a signatory. It states overall principles for supporting gender equality in the work of EPFC, as well as practical strategies to meet the objectives. EPFC aims to increase gender equality for participating farmers in decision making and access to livelihood opportunities. This effort includes researching the causes of inequality and monitoring results, providing capacity building on gender, and aiming for equal representation in EPFC structures. The policy also addresses gender issues within the organization itself. It requires that EPFC staff behave in a nondiscriminatory way and challenge gender inequalities within the organization, as well as in their work with communities. It states that all training sessions should have a short agenda item on gender as well as HIV/AIDS. It is a useful tool, and the staff try to follow it in their work. To date, the policy has no specific targets or milestones, and results are not yet monitored.

LABOR IS A CRITICAL FACTOR IN GROUNDNUT PRODUCTION

Unlike maize production, in groundnut production the use of mechanical power is limited. Despite the common assumption that groundnut production is primarily a woman's task, a recent study found that only 5.5 percent of households reported that groundnut cultivation was primarily conducted by female household labor. Most groundnuts were produced by male and female household members using manual labor (25 percent), and very few farmers used animal draft power (Mofya-Mukuka and Shipkesa 2013). Overall, women are working with their husbands throughout the production cycle. The tasks appear to be divided in many households along gender lines, with men being more involved in planting and selling,

whereas women and children tend to do more weeding, harvesting, and shelling. Usually, men help women to work on the land, and in some cases they also pay for hired labor for the woman's plot. In practice, it would be preferable to move to machine-shelling where possible—partly to reduce women's workload, and partly because hand-shelling can increase the risk of aflatoxin growth. The company has provided some small shellers to groups on loan, and they have paid them off from the proceeds of the harvest. The International Food Policy Research Institute (IFPRI), ICRISAT, and EPFC are doing a baseline survey to determine the gender division of tasks in the production cycle.⁵² The results will help to monitor whether, and at what stage, men are actually moving into groundnut production, now that is more profitable. At present the EPFC staff estimate that 70 percent of hand-shelling is done by women. This task is difficult, and the men are not so interested.

WOMEN FARMERS HOLD THE DECISION-MAKING POWER OVER GROUNDNUT PRODUCTION

The recent research by IFPRI, ICRISAT, and EPFC has shown that both men and women consider that women have decision-making control over groundnuts in general as a crop (though women believe this more strongly).⁵³ Women controlled all aspects of the groundnut production cycle, as well as use of the income, although clearly all members of the family were active in land preparation and harvest. Overall, 37.6 percent of the groundnut fields in Eastern Province were controlled by women, while 62.4 percent were controlled by men (2010–11 season). This compares favorably with maize (less than 20 percent of the women were in control of the maize fields).

EPFC IS AN EQUAL OPPORTUNITY EMPLOYER

EPFC job advertisements always state that the company is an equal opportunity employer, and if women apply for jobs, they are always invited for an interview. As noted, qualifications and experience are critical for the skilled

⁵² Alastair Orr, Taku Tsusaka, Sabine Homann, and Kee-Tui Penias Maimisa. "What Do We Mean by "Women's Crops?" Work in progress by ICRISAT, ESA, and EPFC.

⁵³ Ibid.

field officer posts, and to date women applicants have not been sufficiently qualified or experienced. Gender issues are discussed regularly, although usually at an informal level, among staff and with farmers.

EPFC management feels that women farmers are definitely more reliable and loyal than men. Sometimes men actually push women forward, as they are aware that the company likes working with women. There are no significant gender differences in production levels. However, women's produce is regarded as cleaner and better sorted and graded. The same price is paid for the product regardless of the producer's gender. EPFC works with about 6,273 farmers now, of whom approximately half are women, as many of the tasks relating to groundnut production are perceived as "women's roles," especially in terms of shelling, but also planting, weeding, and harvesting. EPFC aims to issue contracts to women to ensure that the seed and cash are both going directly to the women. EPFC pays the person who has the contract, and they encourage women farmers to manage and use the funds themselves.

EPFC is keen to increase the proportion of women on staff or as contracted farmers. In Whytson Sakala's words, "Women are almost always smarter than men and they do their jobs with great care and passion." He emphasizes that at the same time, the women face more difficulties than men: "Women have a lot of family responsibilities—children, maternity leave, limited hours of work. For instance, if a woman is married she has to go home not later than a specific time as her husband expects her to be home at that time."

WOMEN LEADER FARMERS ARE GENERALLY ACCEPTED, IN SPITE OF CONSTRAINTS

Of the approximately 50 farmers trained as lead farmers (one per group), 10 are women. EPFC provides leadership training and encourages women to speak up and challenge men in group meetings. Generally, the women leader farmers are supported by their husbands, but there have been cases in which a woman expressed interest in becoming a leader but her husband refused to allow it. On one occasion, a man came to the office to complain that he didn't want his wife to act as leader farmer, but the staff convinced him otherwise. Men may not be happy with having their wives act as leader farmers, as this means they are working and

BOX B.2. ROSIE HOARE, VSO WORKING WITH EPFC

Rosie Hoare noted the difficulties of applying a gender and rights-based focus in a very small company, in which the major priority has to be economic survival. "We encourage and support Women Lead Farmers (last year 20 percent of our lead farmers were women), but we do not offer literacy and numeracy courses or anything like that. The women who take on the role of Lead Farmers must have supportive husbands. We could loan out tools and more equipment if we could afford it—rippers, lifters, shellers—all would help the groups with their lengthy and heavy labor and labor costs."

"My priority is to get the EPFC database up and running correctly—there would be so much more information and we could look at trends. It is common knowledge that women farmers are more reliable, much better at paying back the loans, etc., and it would be just so good to have the data to confirm this. We struggle to get by with what we have; we need good social enterprise investors so that we can beef up our resources."

talking with other men. Another challenge is the relatively high level of illiteracy and poor educational levels among some of the women, as well as the difficulties they experience in expressing themselves confidently with others.

HRBA NOT CLEARLY STATED IN EPFC'S OPERATIONS

The interviews showed that EPFC was unfamiliar with HRBA, but the company aims to respect labor rights and to "do no harm" regarding the social, economic, and environmental status of their employees, farmers, and surrounding communities. The company has outsourced some work to CSOs, such as HIV/AIDS training for staff (a wise move given EPFC's limited staff and funds), which EPFC extension agents replicated for farmers.

STORIES FROM WOMEN FARMERS

CHAWAMA GROUP, VIZENGE CENTRE

The Chawama group at Vizenge Centre was formed in 2010. They grow groundnuts as seed and do this as individual farmers registered under EPFC. Over this period, 40 people have joined the Vizenge Chawama group/cooperative, 23 of whom are women.

Women farmers receive business training as well as training in production methods and HIV/AIDS

Since the club was formed, the women have received training in producing groundnut seed from EPFC, which also supervises the fields twice per season and samples fields from different farms to test for aflatoxin. Aside from training in land preparation, planting and ridging, weeding, harvesting, and conservation farming, farmers also received training in producing quality seed (including avoiding planting hybrid seed near plots planted to local varieties). Some reported that they had received training in village banking and in budgeting and marketing. They were also familiar with HIV/AIDS issues as a result of the New Start Centre training as “EPFC makes sure that before any meeting, farmers are told about HIV and AIDS transmission and the importance of going for Voluntary Counselling and Testing.” Several women said that before the training they were apprehensive to get tested for HIV and AIDS, but after this training many community members had gone for counseling and testing.

Respondents expressed interest in receiving refresher training in all aspects of farming and in extending the business training. One said, “I have learnt how to farm. I just need to learn how to run a business. I want to learn about income-generating activities that I can conduct on a daily basis, and not just seasonally, like farming groundnuts.”

Men Support Women in Various Ways, and Power Dynamics at Home Have Improved

The group does not own a field but has access to land from local landowners. Most of the land on which women farm belongs to men (husbands, brothers, uncles), but following sensitization efforts related to the Intestate Act, women farmers are not chased off the land upon their husbands’ death. Husbands generally have been happy to support their wives’ farming activity with EPFC. For instance, some have provided oxen for women to use in preparing land for planting. In fact, women said that the men have been very happy that their production has increased.

Individual women farmers sign the groundnut production contract and decide how the household will use the proceeds, thus improving power dynamics at home. Conversely, men control proceeds from growing and selling other crops.

All women farmers had a contract with EPFC, and even the illiterate women understood its contents: “I can’t read, but a friend explained the contents of the contract and informed me that it contains issues of payment and the price of groundnuts.” They all felt that EPFC adheres to the contract with the exception that this year they experienced payment delays compared with previous years.

Several women reported that their school-aged children were working with them on their plots. However, they said that this work did not interfere with their schooling; it took place outside of school hours.

Most farmers interviewed for a recent study (Mofya-Mukuka and Shipekesa 2013) indicated that harvesting groundnuts, which requires use of the hand-hoe and bending for long hours, is more physically demanding compared with harvesting maize, and that shelling was intensive work. EPFC is promoting the use of mechanical groundnut shellers in districts where it operates, but most farmers indicated that using shellers led to breakages in up to 20 percent of the shelled nuts. In contrast, EPFC reported less than 5 percent breakage. The difference in breakage rates may be the result of user error. Improved training in the use of shellers may therefore increase their adoption and eventual impact.

When groundnuts are harvested, women that live a long distance from Vizenge Centre hire bicycles and cars to transport their produce there, because EPFC pays a good price in cash (ZMK 6 per kilogram in 2012–13, compared with other buyers that offered ZMK 3.0–3.6 per kilogram). Women farmers did not know where the groundnuts were taken, but they were aware of at least one other buyer in Chipata. Rosie Hoare, the Voluntary Service Overseas (VSO) working with EPFC, noted that it was generally difficult for farmers to calculate profitability because of the variability in prices locally and over time, although profits could be more easily calculated for individual farmers for a single season.

The main problems that the women farmers face are soil infertility and difficulties in accessing fertilizer, a shortage of tools or of cash to pay hired labor, and some technical problems such as aflatoxin and weeds. EPFC’s lead farmers are trained to train other farmers in the group. Lead farmers are provided with bicycles to visit and assist other farmers. The theory is that belonging to

a group enables the farmers to have better access quality seed as well as extension services, with the promise of an assured market.

Growing Groundnuts Can Lead to Women's Economic Empowerment

The benefits of growing groundnuts suggest that women are no longer totally economically dependent on their husbands. Women say that once they are paid, they are able to purchase household items such as pots and plates, they are able to pay children's school expenses and buy fertilizer, or they can even invest in small livestock such as goats and other income-generating activities. One said, "I have opened a shop at home where I sell biscuits, soap, drinks, and lotions, and I bought two cattle." Another had bought a vehicle, while others had paid for fertilizer. In general they were all either satisfied or very satisfied with their work with EPFC and with the choice of planting groundnuts.

The group currently implements no projects or credit schemes, but the women were very keen to learn about what groups in other areas were doing. They all mentioned that credit was impossible to obtain locally, and they hoped that through associating as a group they might get better access to credit.

One woman commented on a gender issue that EPFC had helped them to deal with: "Some of the husbands drink too much beer. Sometimes they take away most of the income of the home, leaving women without enough money to look after their homes. . . . We had a meeting [facilitated by EPFC] where men were told that they should give women a chance to make a budget for their needs and those of their home."

Before they started to grow groundnuts, the women produced other crops, including maize and sunflower, but they were not linked to any markets other than FRA for maize. With FRA delaying payments for maize, farmers have started selling maize to Malawi for cash.

Some women are members of other women's groups in the area, such as groups organized under the Ministry of Community Development, Mother and Child Health. Through those groups, the women have benefited from training in sewing and cooking, and they have gained access to fertilizer for their other crops.

KAGUNDA VILLAGE

Farmers in Kagunda began to work with EPFC five years ago. Seed is provided to the group, which produces seed and commercial groundnuts on shared group land but also on an individual basis. The group has both men and women members, although the researchers met only with women.

When asked what crops were grown locally, the women said that they grew sunflower, maize (sold to FRA or Cargill), cotton (sold to Cargill or Dunavent), and groundnuts (for EPFC). Of these crops, groundnuts were the most profitable. They noted that EPFC is the best of these companies as they always pay on time, give a good price, and also give rewards to good workers, such as goats and T-shirts. For instance, Jessie Lungu, a mother of six who is producing certified groundnut seed with her husband, said she received a goat and a certificate for good field management.

The women interviewed noted that groundnuts have traditionally been seen as a women's crop, but now that men have seen that groundnuts are commercially interesting, they have become more interested in participating. The women said that they need training to ensure that the women stay strong in their farming practices. However, they also said that in general, working with the men was



harmonious, but a frequent problem is that some men drink too much home brew (*kachazu*).

The women have their own contracts and said that they always receive the cash in their own hands from EPFC. Some of the women are heads of the household and others are working with their husbands and families. They have received training on how to plant and manage the crop, and on the importance of weeding and identifying problems; the most difficult part is weeding and dealing with pests. They received training on aflatoxin at the start and end of each season. Shelling by hand was identified as a laborious task. Most are shelling by hand, although some have received small shellers from EPFC as a loan.

They bring the crop to a central shed for sale to EPFC and subsequent storage until the truck arrives. In 2013 they received K 6 per kilogram for seed and K 4 per kilogram for commercial groundnuts.

During their September 2013 visit, the research team met with a lead EPFC farmer from the village who had been induced to work with Zamseed during the previous season (2012–13). He had been very disappointed with the conditions, including the lack of training and delays in payment, and he has since returned to work with EPFC. Women from a nearby village had also worked with Zamseed. They reported that they had been waiting for three months for their produce to be picked up and payment to be made. Most were working on their husbands' land, and they had not been organized into a group. This information formed a useful counterpoint to information on the more structured work of EPFC.



Emmanuel Jere, an EPFC extensionist, said that in his opinion the women farmers are better than the men: They are more trustworthy, very hard-working, and good producers. He noted that one of the women leader farmers achieved record production in the 2012–13 season and received an award from EPFC.

Another women leader farmer, Sara Mwale Vizenge, has been so successful that she has been able to invest in commercial poultry production, and with the proceeds from that enterprise she purchased a car—a big step for a woman smallholder.

To produce certified groundnut seed, farmers must have at least 3 hectares, and inspectors need to check the history of the land before planting to ensure that no groundnuts were grown on the land during the previous three years. Obviously seed producers will need access to a larger amount of land than other farmers, because they will need to rotate crops. This is an obvious limitation for poorer farmers, and particularly for many women. For commercial production, at least a two-year rotation is recommended.

STORIES FROM WOMEN WORKERS

INFORMATION FROM SORTING STAFF

The majority of the sorters and supervisors are women from the neighboring villages, 1–7 kilometers away (30–60 minutes by foot). The company considers women to be good for the sorting and grading job, because they are





WOMEN WORKERS AT EPFC SORT THROUGH GROUNDNUT SEED, DISCARDING SPLIT AND DAMAGED SEEDS



careful and can do quality work. A handful of men work in the sorting plant as well, carrying out the very heavy lifting tasks and operating the sheller. There is equal pay for equal work. When the research team visited in September 2013, about 213 persons worked in the plant, but worker numbers vary during the year. One disabled woman works at the plant. Most of the women have husbands, although some are widows.

The work starts about July and runs through November/December. Official working hours are 07:00–17:30, but some women start earlier by choice. They usually work five days per week, and occasionally six, if there is a lot of work available. The women consider the hours to be satisfactory, as they set them themselves. Sorters are paid ZMK 6.5 per bag and get through about one bag per day. This salary is quite low. Supervisors are paid an hourly rate (ZMK 2 per hour for a nine-hour day).

Supervisors train the women in sorting and grading. The women receive the bags delivered by farmers, which usually contain produce that has already been shelled using hand-operated shellers. Sometimes groundnuts arrive unshelled; they are put through the commercial sheller before further processing. The women remove imperfections and split and damaged groundnuts and then re-bag and weigh the produce (in 50-kilogram bags).

The women feel that they are treated equally and fairly. They did not report any workplace problems apart from late payment, and they were clear regarding the penalties for discrimination or bullying. They said that this is the best job available to them, as jobs are scarce in the area. None of the women is very young, because the work is not attractive to youths. Young people have considerable

difficulty finding work locally but feel that sorting and grading is not very dynamic work and too closely resembles normal village life. Women mainly learned of these jobs through word of mouth, though EPFC also visits communities to talk about job opportunities.

For the women sorters, the best and worst thing about the job is the wages—they are never enough (the management is making efforts to improve them), but this is the best opportunity locally: “If you just sit at home you can’t find work, so you might as well be here.” Under their short-term contracts, they are paid weekly depending on the number of bags they sort. They may get a bonus at the end of the season if they continue working throughout. The husbands are all very happy that the women work, as they are able to make a contribution to the household income. One respondent said, “He always encourages me to keep on working and not be absent from work. The benefit of the income is for all the family.” The women mentioned that one problem is that wages are paid irregularly at times because of the company’s cash flow problems. The women also would like to receive lunch (they bring their own) and uniforms.

Children are not allowed in the workplace, so some women have older children caring for younger ones, which is a limitation for women with very young breastfeeding babies. If they have a sick relative at home they are allowed to leave and go home during the day. As the job is temporary, paid by the piece, the company provides

THE FINAL CHECKING AND GRADING STAGE OF THE GROUNDNUT SEED PROCESSING PRIOR TO BAGGING



no sick leave or health care benefits. Some of the women farm groundnuts themselves, but not for EPFC, as they have very small pieces of land. The produce is consumed at home or sold to other companies for a better price. EPFC requires farmers to have a minimum of 3 hectares to plant at least 20 kilograms of seed.

When asked whether they are members of women's groups, most said that they were too busy—they are here for long hours and go home to household tasks. The research team asked why they did not form a group, as they are sitting together all day. They were quite enthusiastic but said that they would need outside assistance. They do not feel capable of organizing themselves, and also said that they would probably be critical if one from within the group led the way. It is probably not within the EPFC mandate to assist with group formation and mobilization, given that the company is small and has limited resources. It might be feasible for EPFC to collaborate with local NGOs and get them to work with and support the women, however.

Although the sorters have not received training related to HIV/AIDS, EPFC has expressed interest in the idea. The company has proposed that one of the extensionists train the workers as they do the shelling.

When asked about environmental issues in the surrounding area, one woman mentioned that water supplies for household use are limited, with only one borehole and two kiosks from which they can draw water. No other significant problems were mentioned.

TECHNICAL AND OFFICE STAFF

BOX B.3. JANET ZULU, DATABASE OFFICER, EPFC



Janet Zulu, a 25-year-old single woman, has worked with EPFC since January 2013. She has a diploma in business administration and joined EPFC as a Database Officer, but her job has since included new responsibilities for aflatoxin detection and quality control. She received training for these new responsibilities at a weeklong course in Malawi with ICRISAT and then was trained on the job by the SCCI officers. She knows how to reduce the risk of aflatoxin contamination through quality control, at both the production and processing stages.

At most, EPFC employs nine men and three women during the season, and they have an excellent team relationship. Janet commented that she had learned to stand alone as a woman and relate to all types of workers and farmers, men and women, young and old. If she has a good idea, she discusses it with colleagues; if it looks good, then it goes to management. All issues are discussed as a team. The working conditions are good. During the season she may have to work overtime, but she is paid for that. She is entitled to Mother's Day, and she does take it.

Janet loves working at EPFC. She says she has learned a lot—technical and agriculture skills (which could be applied to other crops), management skills, presentation skills, and report writing. Janet was never particularly interested in science at school, but now she is inspired to continue her studies in this field. She noted that sometimes the women working as sorters have considered her as a role model for younger women.

THE COMPANY'S PERFORMANCE IN THE CONTEXT OF THE SIX DOMAINS

In summary, EPFC is a good example of a small company applying some elements of CSR and fair treatment in its operations with women. It has not deliberately adopted

HRBA, but the company is meeting all legal requirements. As a small not-for-profit enterprise, they are not pressured by shareholders to exact all possible profit from farmers, but they do need to make ends meet financially, so little money is left over for funding activities that do not directly benefit the business.

It is in the interests of the company to deal with women farmers when possible, as they perform well and are trustworthy, but in general EPFC works with smallholder farmers in mixed groups. Treating the farmers well (for instance, providing training and equipment, and picking

up the harvest at the farm gate and for a better price) is part of their strategy to build a long-term relationship. This strategy should yield dividends in the form of better production (quality and quantity) and less side-selling. Certainly in the field, the research team perceived that EPFC has a good reputation with farmers. Wages and conditions for casual processing workers are not particularly good, but the women are happy with their jobs and feel they are treated fairly. Permanent office staff are very satisfied with the conditions, and consider that EPFC is a women-friendly employer. Table B.1 summarizes information on EPFC’s performance in relation to the six domains.

TABLE B.1. EPFC’S PERFORMANCE IN THE CONTEXT OF THE SIX DOMAINS

Domain	EPFC
Government	<p>EPFC operates from premises on government-owned land, and the company has a good relationship with government bodies at the local, district, and national levels. The company works closely with the government (Ministry of Agriculture and Livestock) with regard to seed certification. Extension officers from the Seed Control and Certification Institute come to the field with the EPFC Field Officers to inspect the seed production plots to ensure that they meet quality standards. EPFC seed has been certified for export (with regard to quality and aflatoxin levels) by the Zambia Bureau of Standards. EPFC also collaborates closely with research staff from Zambia Agricultural Research Institute to develop groundnut varieties suited to local soils and other agroclimatic conditions.</p> <p>Changes in government policy have included groundnut seed in the Farmer Input Support Program, but FISP did not procure certified seed from EPFC in the 2013 tendering.</p> <p>Farmers say they receive some support from the government in terms of buying maize or providing cheap fertilizer.</p>
Workplace	<p>EPFC has a good gender policy, and it appears to be applied well, within the limitations imposed by the company’s small size and problematic cash flow—little funding is available for anything beyond what is absolutely necessary. No health care, pensions, or Mother’s Day benefits are paid to the processing workers, as they are on temporary contracts, but permanent staff do receive these benefits. On occasion, the processing workers have been paid late because of cash flow problems. However, there is equal pay for equal work; staff are treated fairly. Workers in the warehouse are not organized in unions or in women’s groups (most said that they lack time), although unions are not prohibited. EPFC prefers women smallholders and workers, as they are more trustworthy. In their view, there is a stronger business case for employing women.</p>
Marketplace	<p>Being a not-for-profit company means that EPFC does not have to maximize profit without regard for its workers and suppliers to satisfy shareholders. It faces the normal problems of a small business, however, such as cash flow problems, and it must guarantee its commercial survival. Consequently, there is not a lot of spare cash available for philanthropic, or CSR activities. The main constraint on the company’s expansion is the lack of financing (the company has obtained some relief through soft loans). EPFC sets its price by taking a share of the final market price achieved, usually about 15 percent. EPFC has two main products: groundnut seed, which are sold to SeedCo (Zambia and Malawi), Zamseed, and some local NGOs, and commercial groundnuts, which are sold to COMACO “It’s Wild” (Zambia), Junglebeat (Zambia), and GWK Ltd (South Africa). Aflatoxin testing by EPFC allows it to meet Zambian and international standards for export. The company has had very little involvement to date with relevant producer organizations such as ZNFU, but if the proposed Oil Seed Association eventuates, it may be a useful lobby group to serve the interests of small-scale groundnut farmers.</p>

(Continued)

TABLE B.1. *continued*

Domain	EPFC
Environment	There are difficulties with access to drinking water and with poor and infertile soils, but EPFC does not deal with these problems. Groundnuts are reasonably tolerant to drought and flooding, making them a useful crop for smallholders coping with the impacts of climate change.
Community	<p>EPFC does not work only with women, but it encourages women while working with mixed groups. Training is provided at community level, hence there are fewer barriers to women's participation. The company also provides the seed and picks up the harvest from the village. EPFC has provided HIV/AIDS training to farmers and supports the inclusion of women and resolution of social problems. The company is not really involved in larger CSR activities, however. Women farmers have appreciated working together in groups, as they have learned from each other and gained confidence.</p> <p>EPFC considers it valuable to loan farming and processing equipment to farmers, but it lacks funds to do more than provide some shellers. EPFC also supports research on appropriate farming techniques.</p>
Home	If a woman has a contract with EPFC, she appears to have increased status in the home, as she is seen as contributing increased income. No respondents reported problems within the home. Some women have invested in additional income-generating activities (including small businesses) with their profits. Women leader farmers do need a supportive husband to be able to take on such an active role (or else they need to be single). EPFC recognizes and rewards excellent farmers (with goats, T-shirts, certificates).

APPENDIX C

CASE STUDY OF KALEYA SMALLHOLDERS COMPANY LIMITED



BACKGROUND

Kaleya Smallholders Company Limited (KASCOL) started as a smallholder settlement scheme established in 1980 to develop 1,885 hectares of sugarcane in Mazabuka District, Southern Province. Two-thirds of the area was settled by smallholders and one-third remained a nucleus sugarcane estate. One driver of the settlement scheme was that Zambia Sugar Company needed to source sugarcane from a wider area in the district to operate its expanded processing plant at capacity. The other was the Zambian government's interest in improving the incomes of the poor by involving them in the sugar industry, and in increasing agricultural self-sufficiency. Zambia Sugar worked with Commonwealth Development Corporation and two commercial banks to establish the scheme. (At the time of the Kaleya development in 1980,

Zambia was a one-party political system, and the majority of economic and industrial activity was state-owned and state-led.) The scheme had two objectives:

- » To achieve the target annual cane production of 200,000 tons to feed the mill (equivalent to 15 percent of national output at the project's inception).
- » To settle smallholder farmers and get them involved in sugarcane production, rather than leaving sugarcane production only to large estate farms.

Since then, a successful working relationship has developed among the Zambia Sugar Company, the association representing smallholder farmers (Kaleya Smallholders Trust, KAST), and the company itself. KASCOL's mission statement demonstrates a clear commitment to CSR and CSV (box C.1).

The first smallholder farmers were settled in 1984. Currently, 2,352 hectares are planted to sugarcane, of which 1,074 hectares are managed by 160 smallholders (of whom 51, or 32 percent, are women—the proportion fluctuates depending on the succession arrangements on the farms). Each smallholder has a plot of 6.0–7.5 hectares for sugarcane production and 0.5 hectare for dwellings and home gardens, for which the farmers pay a peppercorn rent to KASCOL (one maize cob per year if demanded). The farmer receives the plot of land and free water for household use and home gardens, but pays for sugarcane irrigation. The smallholders construct their own houses, and given the level of construction and investment, they apparently feel secure in their tenure. The farmland has a 14-year renewable lease.

The remaining 1,388 hectares is managed by the KASCOL Estate to earn money and contribute to the overall production target. The 430 KASCOL staff includes 352 men and 78 women. Most are seasonal workers who work during the peak season from April to December, as it is too difficult to work with cane in the wet season. Those staff who live within the estate receive housing, along with free electricity and water, whereas those who live off the estate are given a housing allowance. For seasonal workers, rent is free during the working season. For the remaining three months of the year, most of them stay in the houses and pay rent. Many have their own vegetable gardens.

BOX C.1. THE KASCOL MISSION STATEMENT

KASCOL's mission is “to keep KASCOL as a leader in the production of quality agricultural products in Zambia.” The company's website specifies that it will achieve that mission by focusing on:

- Production of high-quality agricultural products following environmental friendly standards and practices.
- Production of high-quality sugarcane in partnership with smallholders.
- Enhancing value of all stakeholders focusing on value-adding initiatives at all times.
- Investing and engaging in socially responsible activities.
- Provision of basic communal necessities to KASCOL community.
- Enhancing stakeholders' satisfaction through improvement in working conditions, training and development, health and safety, and work methods/environment.
- Focusing on best management practices.
- Upholding and enhancing Shareholders' value

Source: KASCOL website (<http://www.kaleyasmallholders.co.zm>).

The KASCOL model involves equity participation and board representation for smallholder outgrower farmers: both the Kaleya Smallholder Farmers' Association (KASFA) and a district-level sugarcane grower association (Mazabuka Sugarcane Growers' Trust). KASCOL's board of directors now has seven members, which include a chairperson who is a representative from among the shareholders; one board member from the Development Bank of Zambia (DBZ Managing Director), which holds 25 percent of the shares; one from Mazabuka Sugarcane Grower's Trust, which holds 25 percent of the shares (originally owned by Zambia Sugar before being donated to the Trust); one from KAST (the Chairperson of KASFA), which holds 13.25 percent of the shares; one independent technical expert from Zambia Sugar (the Agriculture Manager), and two independent financial experts. The remaining 36.75 percent of the KASCOL shares belong to two small investment companies (Growers Investment Holdings Limited, with 18 percent, and Viewpoint Investment Limited, with 18.75 percent). The members of KASFA own shares in KASCOL through KAST, but the two are technically one group. No women are on the KASCOL board.

KASCOL supplies all of its sugarcane to Zambia Sugar's mill (only about 7 percent of the mill's capacity). Approximately 25,000 hectares are planted to sugarcane in the Mazabuka area, much of it by commercial farmers. A new smallholder project nearby (Maggobbo Sugarcane Outgrowers) began in 2010 and is largely based on the KASCOL model, with some involvement of former management staff of KASCOL. The Maggobbo model differs from the KASCOL model in that the individual smallholder farmers have tenure of their own land. Each farmer had to give up a certain percentage of her/his land as a contribution toward the Maggobbo Estate, and a commercial company (Nanga Farms) has been contracted to provide management services. In addition, a public-private partnership to provide irrigation for sugarcane production by smallholder farmers at Nega is currently under development. KASCOL is serving as a valuable model for this also.

KASCOL SMALLHOLDER FARMERS

KASCOL supplies the smallholders with training and extension services, agricultural inputs (seed cane, fertilizers, chemicals, and agricultural implements), and mechanical services; arranges sugarcane harvesting and haulage; and distributes irrigation water. Agricultural inputs for almost all activities are provided to the smallholders directly and indirectly as interest-free, in-kind loans. After 6–7 years, when the productivity of the sugarcane decreases, the company replants the smallholders' land. It provides technical, financial, and managerial skills; grades the community roads; and provides other social amenities to smallholders, such as domestic water and recreational facilities.

KASCOL provides training to the original farmers and the new generation in land preparation, planting, irrigation, weed management, disease control, fertilization, and harvesting. After the initial six-month training period, each participant goes through an appraisal process to assess suitability for the scheme. If they are successful in the training, they receive the right to settle. Some are not successful—more men drop out than do women—and there is a waiting list of interested settlers, as the farming is profitable. There is some reluctance among the existing settlers to allow more new members to join as they would prefer to expand their own lots. Smallholders usually

have their own land elsewhere (in fact, they are encouraged to invest elsewhere). Some of the investments made by women smallholders have included building or buying houses elsewhere, starting poultry and egg businesses, buying cars, starting market businesses, and buying land elsewhere for additional farming. To support these types of initiatives, KASCOL offers training in business development and financial (banking/savings) management.

As noted, each farmer has 6.0–7.5 hectares, having started with an initial quota of 4.0 hectares. The smallholders carry out farming tasks such as ridging, smut rouging, herbicide application, weeding, and irrigating their sugarcane fields. Each farmer has an agreement with KASCOL to take his/her sugarcane (fulfilling specific quality specifications) to the mill. The contract specifies their rights and obligations, and includes an agreement to apply KASCOL's technical farming advice and adhere to a code of conduct. Management at KASCOL reported that the current [annual] net earnings for our smallholders range from ZMK 35,000 to ZMK 60,000, depending on the size of their farm and the individual productivity. Average net earnings are about ZMK 45,000⁵⁴ (equivalent to about US\$7,200 as of June 2014).

Zambia Sugar Company provides irrigation water and buys the sugarcane through the Sugarcane Supply Agreement. Zambia Sugar used to have 25 percent of the shares in KASCOL but has since donated them to Mazabuka Sugarcane Growers' Trust. The price for the sugarcane is shared on an approximately 50:50 basis (up from a 60:40 ratio in favor of the company from the time when the project still had set-up loan obligations) between KASCOL and the smallholder farmers. KASFA was formed to represent the farmers in negotiations with KASCOL.

KASCOL has allocated about US\$470,000 to expand irrigated sugarcane production by an additional 165 hectares (*UKZambians* 2012). KASCOL has also put forward a proposal to IDSP to fund more irrigation for the smallholder area, aiming for improved efficiency in irrigation technologies and less water wastage.

Risks to the income of smallholder outgrowers are controlled through crop insurance. KASCOL has taken a

⁵⁴ Information received from KASCOL management.

single crop insurance policy in its name for the whole sugar estate, which includes the fields of smallholder outgrowers. The smallholders pay for the insurance by allowing KASCOL to deduct a small percentage from the proceeds of their sugarcane.

Children of farmers have had access to much better education than their parents. Some are employed on the estate. Succession planning has been encouraged by KASCOL to avoid social problems. The company strongly encourages all farmers to have a written will, identifying their successors, who can then take over the lease after they die. In addition, it is possible for aged farmers to hand over the responsibility while still alive.

The workload varies throughout the year. The peak period runs for six months immediately after the cane is harvested. Smallholders must visit the field every day, however, to check for insects, broken pipes, diseases, and any other problems. As well as receiving part of the profit from the sugarcane sales, the smallholders also receive a dividend from KASCOL, based on their shares in the company (as noted, they own 13.25 percent of the shares in the company). The dividends have mainly been used to pay back the loan that KASFA used to buy the shares.

Annual incomes of KASCOL smallholders are generally higher than incomes of KASCOL employees (Mujenja and Wonani 2012). On average, an outgrower gets a net income of up to ZMK 15,000 (US\$3,167.40) per year from a good harvest of sugarcane, while the average annual wage income of a unionized employee at KASCOL was about ZMK 3,657 (US\$772.24). Note that the data provided to the research team in late 2013 (and referred to earlier in this case study) indicated much higher incomes, although it is unclear why.

The biggest challenges facing KASCOL smallholders include the following:

- » Challenges in selecting farmers, in particular those with literacy and farming knowledge.
- » Occasional squabbles over inheritance and difficulties with older farmers being unable to perform as well (hence the importance of the succession policy).
- » Problematic water supply, mainly because of insufficient power to run pumps (water for irrigation is

provided by Zambia Sugar, and it is pumped a long distance from the river, about 30 kilometers).

- » The price set for sugar—however, the management structure ensures that there is good transparency and open discussion on the costs.
- » Nonperforming farmers. A code of conduct is applied if a farmer is not producing, for whatever reason (for example, producing significantly less than average for three seasons in a row, long absence from the farm without good reason, illegal activities, bringing the company's name into disrepute). The code defines penalties, which in extreme cases can lead to eviction.
- » Social disputes (as in any community). KASCOL acts as a local court, passing judgment on antisocial behaviors, family members stealing profits, and similar challenges, and tries to take an educational role. KASCOL also conducts seminars on governance issues (which discuss how farmers should manage themselves) and on succession issues.

The factors underlying KASCOL's success include the following, as described by Mungandi, Conforteb, and Shadbolt (2012):

- » The enabling economic and social environment, which were established for KASCOL to operate.
- » The governance structure, which helped to balance power between the parties involved. Smallholders were able to increase their voice and participation to the point of owning shares in KASCOL, and there is codependency between the farmers and the smallholder sugar company.
- » Managerial and leadership skills, which were instrumental for operational efficiencies at all levels.
- » Growth of social capital, which consisted of trusting relationships, communication, and conflict resolution.

WILL KASCOL EXPAND?

If the company gets access to more funding for irrigation, there will be room to expand the farming land. In group and individual interviews, smallholders participating in the scheme consistently expressed their desire to receive more land, and KASCOL is well aware of it. The company is undecided as to what action to take next. It would be easier to continue with the same farmers, as they know

the procedures, are trained, and would not need more health and other services, yet it would also be good to offer the opportunity to new people. The current group of farmers has benefited greatly, so it would be good to extend the coverage.

SUBSECTORAL CONTEXT

Prices for sugar are consistently good. Zambia Sugar is a near-monopolistic purchaser of sugarcane, and it sets the price on a regular basis in collaboration with KASCOL. Fairtrade International also pays a premium, which is passed on to KASCOL and returned to the community. These circumstances place KASCOL in a strong business position at present. Sugar production requires heavy investments in machinery and water, and as such it is better to grow sugarcane on a large estate or in a controlled production environment.

Sugarcane is a commercial crop with little or no use for food security. Unlike crops such as groundnuts or maize, sugarcane cannot be consumed by the farm household if they consider the price insufficient, so they are more dependent on the company. The codependency between KASCOL and Zambia Sugar, and the lack of alternative markets for sugarcane, means that there is no side-selling by individual farmers (a problem seen in other crops). Most farmers and estate workers produce vegetables and even raise chickens (to generate income).

ENGAGEMENT IN CSR AND CSV

KASCOL engages in a wide range of CSR activities that benefit both smallholders and the estate workers. These activities result in a healthier and better-educated workforce, a healthier and more productive environment, and build the relationship between the company and individuals. Consequently, they could also be considered as CSV activities.

HEALTH: HIV AND AIDS

In the early days, KASCOL farmers experienced significant mortality from AIDS. In 1995, FAO concluded:

It appears that the smallholders are equally or worse affected by HIV and AIDS than the population of Mazabuka. The smallholders come from different parts of

Zambia, many having previously lived on the Copperbelt, which is characterized by very high rates of seroprevalence. Being a smallholder in Kaleya [KASCOL] is an attractive occupation which provides a relatively high income (in comparison to most of the rural population). Polygamy is widespread among the sugarcane-growers and marriages are reputedly very unstable. At the time of this study, 14 out of the 140 smallholders and their families were suspected of having died of AIDS. (FAO 1995)

Ten years later, WWF reported about one farmer dying per month, and noted that more than 60 of the original farmers had died, mainly from AIDS (WWF 2005). The impact of HIV/AIDS was seen not only in mortality but also in labor constraints arising from sickness, time spent nursing the sick, and related challenges. In 2012, migration and polygamy still contributed to the spread of HIV/AIDS:

Migration is a factor in Nakambala and Kaleya associated with the spread of HIV. There is a high seasonal inflow of migrant labor and relatively high income levels that attract visitors. Although Nakambala Sugar Estate is a rural area, a lot of migration and movement takes place. Many truck drivers pass through Mazabuka daily on their way to urban areas, giving rise to prostitution and high incidence of STDs [sexually transmitted diseases]. Polygamy is also quite widespread in Mazabuka combined with other cultural and sexual practices, and traditional “sexual cleansing” contribute to the spread of HIV. (Bangwe and van Koppen 2012)

Polygamy continues to be common among the male smallholders. It is less common for smallholder women to be in a polygamous relationship. In the group interviewed in 2013, two smallholder farmers were second wives of estate workers. In addition, two of the estate workers interviewed in the group were or had been second wives.

KASCOL now provides AIDS awareness-raising services and supports HIV/AIDS peer support groups. At the start of each quarterly meeting of smallholders, an awareness-raising session is held. The company funds a campaign to decrease mother-to-child transmission of HIV and provides food to the health clinic. In the 18 months prior to the interviews, no child had been born sero-positive, and no deaths from AIDS had been reported. Many individuals are HIV positive, but there are no AIDS cases now—a significant change. The rate of HIV on the estate in 2011 (when they

last did general testing) was 12 percent, whereas the rate in Mazabuka town is approximately 17 percent. No discrimination is practiced against HIV-positive persons now (smallholders and staff commented on this change). KASCOL will provide lighter duties for sick workers if requested by the health clinic. Testing and counseling are done in the clinic, but treatment must be provided in the hospital. Almost all persons interviewed described KASCOL's activities in HIV/AIDS awareness raising, counseling, and treatment.

Aside from the support group for HIV-positive persons on the estate, 19 women and 5 men participate in a program to prevent mother-to-child transmission of the virus. The program is directed toward women, but men are involved in the community's supplemental nutrition program for these women and their households. The idea is to take care of the mother to safeguard her offspring. The group has land to grow maize (partly for sale and partly for home consumption). KASCOL provides seed and inputs (also foodstuffs for group members). They hope to move into chicken raising after October 2013.

Some women mentioned that syphilis is a local problem, but health clinic data show that in fact syphilis is rare. Cases usually involve people living or working off of the estate (approximately one case per month from people living off the estate). Women said that despite a great deal of HIV/AIDS awareness raising, it remains difficult to change behaviors. One woman mentioned that it would be difficult to ask her husband to use a condom.

Malaria used to be a problem, but KASCOL sprays with residual insecticide twice a year in the compounds. The environmental technician visits houses and checks for potential mosquito breeding areas. The Ministry of Health provides treated bed nets for pregnant women and children, and by now almost everyone is covered. The rare cases of malaria at the KASCOL clinic are all seen among people who have just returned to the estate after time away, and among those who live off the estate.

Water-borne diseases are problematic during the rainy season and preceding months, because of the heat (this has also been reported in nearby Mazabuka). Water in the compound and the smallholder settlements is treated with chlorine and sampled weekly to ensure good quality.

Most cases of diarrhea are either seen in people living off the estate or occur when fieldworkers drink water from the canals. The environmental health technician regularly checks the houses and rubbish pits to ensure cleanliness. At the same time, if she sees malnourished children, excessive drinking, or any signs of domestic violence, she follows up with the health clinic manager. As a team, they try to deal with problems through negotiation and counseling, but if there is a serious problem, they involve the police.

KASCOL adheres to strict occupational health and safety standards. The company is audited regularly by third-party environmental and labor standard compliance auditors to retain its Fair Trade certification. A safety committee, composed of representatives of management, the health clinic, smallholders, and all teams, meets monthly. The last serious accident occurred three years prior to the interviews (a crushing injury to fingers). Safety clothing is a priority, and recently a safety consultant came to provide training. The company does need to balance costs against safety returns, however. At present, temporary workers receive no protective clothing, but this issue is under discussion. The Government's Workers Compensation Fund provides a pension in case of a disability caused on the job.

KASCOL supports the operations of the health clinic, which is run from one of the company houses. KASCOL pays the clinicians' salaries, budgets for medicines each quarter, and covers running costs, including the cost of the ambulance (bought with Fair Trade funds). The Ministry of Health provides vaccines and some restricted medicines (for tuberculosis, HIV, and other diseases).

ENVIRONMENTAL IMPACT

Environmental problems did not loom large during the interviews, other than the difficulties of sourcing adequate irrigation water at a reasonable price. Presumably, the Fair Trade certification (including regular audits) supports good environmental conditions.

The company has taken steps to mitigate some of the environmental impacts of sugarcane production:

Flooding is common in Mazabuka probably due to rising water table and poor drainage. The use of chemicals has also polluted water sources. Negative environmental

impacts are being minimized by awareness programs on environmental issues by the Company, and also Fair Trade compliance on environmental protection. KASCOL enforces the contractual arrangements, especially through the sugarcane farmer's agreement. . . . The high volume of water in the reservoirs, canals and fields leads to cases of malaria and water-borne diseases. Frequent spraying mitigates for these negative environmental factors. (Bangwe and van Koppen 2012)

Water scarcity is a major environmental issue and limiting factor in sugarcane production. KASCOL is concerned that the current practice of flood irrigation causes considerable water losses through evaporation. One option would be aerial spraying. Another option, tested by one farmer, is drip irrigation, and KASCOL is interested to follow the results.

Another study reported problems from burning sugarcane, but farmers said it was handled very well and probably produced less smoke than normally seen in the countryside. Smallholders used to collect firewood locally, but the estate was losing too many trees. Now all households have electricity connections. If they want to collect firewood, they need to get permission from the estate. Sugarcane requires no annual replanting, so plowing is needed only every 7–10 years. As a consequence, it is probably less damaging than the typical slash-and-burn agriculture practiced elsewhere in Zambia.

OTHER CSR ACTIVITIES

KASCOL has provided land for two public schools, one built by the government and one by the Catholic Church. The company provides a bus for school children and has assisted with construction of desks and laboratories. In addition, they helped provide housing for some schoolteachers. A privately run community nursery (child-care facility) is used by some parents (they pay for the service themselves). KASCOL has also built nine water boreholes, which supply water to staff housing and residences of outgrowers, and it constructed the roads within the estate.

KASCOL provides donated books and pays a part-time librarian for a small library within the compound for use by the community's children. The company also provided

land for a social club and general store, which is managed as an income-generating venture by KASFA. KASCOL also sponsored the local football and netball teams. As noted, KASFA works with KASCOL on some CSR activities. It also helps to identify community priorities for using the Fair Trade premiums. KASCOL's CSR activities are considered very positively in the eyes of employees and smallholders: "It is useful because members in the community have learned a lot on HIV and AIDS"; "They are useful activities in that malaria cases are reduced, our children are benefiting from the books, and the social club gives us entertainment."

FAIR TRADE CERTIFICATION

As discussed, KASCOL is Fair Trade certified and regularly audited to ensure good and certifiable social and environmental behaviors. Fair Trade standards for sugar growers include the following:⁵⁵

- » Producers are organized in cooperatives or associations, which they govern democratically.
- » Environmental standards restrict the use of agrochemicals and encourage sustainability.
- » Preharvest lines of credit are given to the cooperatives, if requested, of up to 60 percent of the purchase price.
- » A Fair Trade Premium is paid directly to the cooperative or association and is used for social and economic investments such as education, health services, processing equipment, and loans to members. The use of this additional income is decided upon democratically by producers within the farmers' organization, or by workers on a plantation. The premium is invested in education and health care, farm improvements to increase yield and quality, or processing facilities to increase income.

Under the terms of the certification, a minimum price is paid for the sugar even if the market price falls, thereby acting as a safety net for producers. In addition, a premium is paid for sugar exported to Europe (normally 15 percent), and this is returned to the community bank account. KASFA decides how the funds will be used.

⁵⁵ See Fair Trade International (<http://www.fairtrade.net/sugar.html#c3908>).

SUPPORT FOR GENDER EQUALITY, WOMEN'S EMPOWERMENT, AND HUMAN RIGHTS

KASCOL increasingly supports women's empowerment, both among estate workers and smallholders. The reason is the business case—the company's experience that women make better (more responsible) farmers and workers. Human rights are not explicitly mentioned in the company's literature, nor were they mentioned in interviews. The company respects its role as duty-bearer, however, in relation to such issues as occupational health and safety and labor relations. Its CSR activities go well beyond the required role of an employer/contracting organization, and in many cases the company operates as a true duty-bearer (for example, in its work with health). With respect to gender and equity, research in 2012 on smallholders—including KASCOL (Kaleya) smallholders—concluded:

The most gender friendly model is COMACO, due to deliberate targeting of women and the promotion of gender friendly crop enterprises. The sugar schemes at Kaleya and Nega have low gender participation because of land ownership and self-selection of farmers. Gender equity in the Dunavant Cotton outgrowing model is moderate, as cotton is widely considered to be a men's crop. Although schemes tend to self-select better-off men farmers, which may increase income disparity in a community, examples show that women farmers can successfully participate, particularly when they have been targeted by donors or receive support from NGOs. The participation of youth is highest under Dunavant and COMACO models. The men are the ones that have benefited most. The decision on the use of income is made by the farmer. Some farmers engage their family members in making such decisions. (Bangwe and van Koppen 2012)

KASCOL is witnessing generational change, however. Younger farmers are replacing the original members, and the number of women smallholder farmers is increasing as some of the original men die and pass their contracts to their daughters. As of September 2013, 51 (32 percent) of KASCOL's smallholders farmers were women. The voice of these women is still limited at the management and decision-making levels, however. The team recommended to KASCOL that quotas might improve this imbalance.

KASCOL is setting quotas for recruiting seasonal employees, but it is too early to see results. Clearly the company has more male employees at all levels among the smallholder farmers, but this is beginning to change.

The research team found women farmers to be confident, active in planning for the future, able to make decisions independently, and to have a strong sense of gender equality, reinforcing previous findings by others:

The KASCOL smallholder scheme, whilst dominated by men, was deemed accessible by women, albeit with some limitations due to work loads and intra-household decision-making dynamics. This was illustrated by 28% [at the time of the study] of the outgrowers being women. Also, women had a strong voice in decision-making within households where women were registered as outgrowers. . . . [Those] involved in the outgrower scheme appear to have higher incomes, better living conditions and higher levels of overall self-satisfaction than their counterparts who work as wage laborers in the same company. (Mujenja and Wonani 2012)

Among the workers, most commented that their husbands were happy with them working: "He is happy I am contributing to the daily needs at home, such as food, school fees."

None of the women farmers or employees interviewed felt that they were treated worse than men or paid less for similar work. The only recognition of differences appeared to be linked to occupational safety and health—women fieldworkers could not carry out spraying or lift heavy sugarcane bundles. Irrigation is another area that traditionally has been considered a man's job, although it is not particularly heavy work. Some women workers considered this situation unfair and wanted training to work in irrigation—and all areas of sugarcane production—and consequently earn higher salaries.

No one had experienced, or knew others who had experienced, discrimination or harassment, and all were clear on the policies of KASCOL and could identify the established remedies. If anything, the smallholder women farmers expressed a hope for actions in favor of women, such as a better percentage of the profits, more land for women, or lower interest loans.

REPRESENTATION

KASFA has a community committee made up of eight elected smallholders and one management representative. KASFA manages the Fair Trade community bank account and sets priorities for use of the funds, the benefits of which go to the whole community, not only the smallholders. The committee decides how to spend the funds and makes a work plan. The funds have been used to buy a school bus and other school equipment, install five bore holes, purchase equipment for the health clinic, buy an ambulance, and even supply food to people facing food shortages. KASFA also runs a social club and rents two shops to individual business people for income.

Until 2013, the committee had three women members, but only one woman was elected in the August 2013 election. The women smallholders feel that they should demand a quota within the committee. Imposition of a quota would require the constitution to be rewritten, and to date the men are not interested. Management said the constitution provided for at least two women on the committee, and therefore the issue should be revisited soon.

In addition to the Fair Trade activities (mentioned above), smallholders are represented on the committee in KASCOL, while KASCOL is represented on the Zambia Sugar Committee, which sets the sugar price. Despite this, they were still a little unclear as to how the price is set. Both in the individual interviews and in the group discussion, dissatisfaction was expressed with the returns from growing sugarcane. The women farmers could explain how the costs and profit were split between KASCOL and the individual farmer, however, and where deductions are taken from, as those were clearly indicated on their pay slips.

STORIES FROM WOMEN FARMERS

The research team met with smallholder women farmers (12 women between 22 and 57 years old). They have been smallholder farmers for between 3 months and 27 years.

Smallholders were allocated the more productive land of the estate to enhance their income potential, given the small size of their farms. The women farmers tend to be more successful than men, achieving higher production,

and they are very careful with their finances (for one story of successful investments, see box 5.1 in the main text). Women farmers also participate in a number of group activities.⁵⁶

Interestingly, more and more farmers are passing their land on to their daughters (or wives) rather than sons. They have seen that the sons are more reckless and likely to engage in vices like drinking. The research team met many women who had inherited from the male farmer's relatives (earlier, land was commonly passed to brothers instead of down to the children of the farmer, but the resulting conflict led the company to require the land to remain within the immediate family line). Many are living and working as extended families anyway, but increasingly the power is passing to the woman. The company prefers women, as they are considered to be more reliable. Even if the children who inherit the land have grown up on the farm, they must attend the farmer training to refresh their knowledge prior to taking over the lease. Although farms are managed as family enterprises, it appears that this is not interfering with the education of children.

Women smallholders say that the company deals with them directly, and not with their husbands. They are treated the same as men, and they receive the money in their names. When interviewed, almost all women smallholders said that they were the ones making farming decisions. Some made the decisions together with the husband. Only one said that her husband made the decisions alone. All reported that their husbands were very pleased with the contractual arrangement and supported them working in the fields. As discussed, polygamy is practiced in the area, and HIV/AIDS and gender-based violence were problems among KASCOL smallholders. As noted, the company has taken positive steps to work with these issues.

The women smallholder farmers stated that they feel empowered by KASCOL. They are able to express themselves in community decision making as well as in technical issues. They are confidently planning their finances and making decisions at home, either independently or in

⁵⁶ Mujenji and Wonani (2012) also report that female-headed households have better food security and nutrition than do male-headed households.



BOX C.2. MARY SILOKA, KASCOL FARMER

Mary Siloka is 22 years old and has been the head of her farm for three months. Her parents died when she was young and she was brought up by her uncle. She was named as the person to inherit the farm (two other sisters have died and her brother has moved away), but her uncle ran the land as guardian until she was old enough to take over. He has now died and because Mary's name was in the will, she has become the successor. She is still living in the house with her auntie and three cousins and their wives, who help with the farm work. Mary was pregnant at the time of the interview (the baby was due in December 2013). She stopped going to school in Grade 9, as she was embarrassed at being pregnant, but would like to continue next year. At present, she is attending the farming skills training for new farmers at KASCOL. She is not sure how things will change, but she plans to make the decisions at home in the future regarding farming, and on how to spend the money.



collaboration with their families. They have a voice, and the company supports them on a one-to-one basis.

Sugarcane is profitable, but profits vary from season to season. When moving around the housing areas, the team clearly observed that the smallholders have become prosperous. There are satellite dishes on many houses, all of which were reported to have originally had grass-thatched roofs but now have metal roofs. Sixty smallholders own vehicles. Many households have chickens for their own consumption and for sale, and some have other semicommercial operations. One household

was installing a septic tank. All have home gardens for vegetables and maize. No grazing livestock are permitted, as they might eat the sugarcane. Construction is underway on almost every lot.

STORIES FROM WOMEN WORKERS

KASCOL has approximately 430 estate workers (table C.1). Numbers vary with the numbers of those under temporary contracts.

Seasonal fieldworkers are employed for nine months per year. During the rest of the year (the rainy season) sugarcane cannot be harvested, so there are no sales and therefore no income. Despite the low daily pay, many workers return year after year as it is considered a good, steady job, as evidenced by the large number of applications from returning workers and new external applicants each season. The company gives preference to people who have been employed in previous seasons and to children of KASCOL smallholders. Many staff have worked for the company for more than ten years, and some have been there since the company was

TABLE C.1. KASCOL ESTATE WORKERS, 2013

Category of worker	Male	Female	Total
Staff (mainly office staff and environment and health technician)	21	7 (25%)	28
Unionized, fixed-contract (general semi-skilled and skilled workers, cleaners)	38	1 (2.5%)	39
Seasonal fieldworkers	270	60 (18%)	330
Temporary workers (very short-term contracts, such as for offloading fertilizer)	23	10 (30%)	33
Total	352	78 (18%)	430

Source: KASCOL HR Office, September 25, 2013.

established. The workweek is officially 5.5 days (Saturdays are the half day), but often the seasonal fieldworkers will work longer hours. Overtime is paid at the rate of time and a half for work above the normal workweek, and double time for any work done on Sundays and public holidays.

In general, KASCOL is an equal opportunity employer. The only posts for which women cannot apply are the spraying jobs (the company considers it too dangerous to employ women in these jobs if there is any risk of pregnancy). In practice there are no women sugarcane-cutters, but this is by choice; the women are not interested in this very heavy work (women fieldworkers confirmed this in interviews). The company management does not discriminate (on the basis of religion, gender, disability, and so on) and they will take on anyone providing they are able to do the work. Rather than having a specific policy, they use the constitution of Zambia as the guiding document. The constitution specifies no intimidation and no discrimination. KASCOL has a clear policy that is given to staff when they begin work, regarding ethics, sexual harassment, and other guidelines. The company reviews these policies at the orientation for new staff, and other staff receive ongoing training on company policies. For example, one man worker was sacked for sexual harassment (he also had a drinking problem).

On the one hand, the main difficulties with employing women are cultural, as women tend to follow their husbands if they are transferred to another place for work, and women are more likely to leave work to care for sick children. Additional difficulties arise from the women's generally low education levels. On the other hand, company representatives consider women to be more dedicated employees who are more likely to accomplish their tasks. By contrast, the men sometimes do not come to work after payday, as they go and drink.

Employment conditions are very generous:

- » Management and staff have rent-free housing on the estate, including free water and electricity.
- » Seasonal and fixed-contract workers mainly have housing on the estate (212 houses are provided to workers rent free during their contract period, including free water and electricity). Seasonal workers usually pay rent and utilities for three months per year. Those living off of the estate receive a housing allowance during the working months.
- » A health clinic on the estate is available to all. Smallholders have the right for six family members to attend for free. Staff and workers on contract also can attend for free.
- » Sick leave is available to all but temporary workers, on provision of a sick note from the health clinic.
- » Mother's Day is available to all but temporary workers.
- » A bicycle allowance is provided for fieldworkers.
- » Maternity leave is available under the law only if the woman begins the pregnancy after two years of employment. As many workers are on seasonal contracts, only the long-term, full-time staff are eligible.
- » Staff members used to have an old-age pension, but recently all but two staff members moved to three-year renewable contracts and in the process their earlier pension contributions were returned to them.
- » Study leave is available for relevant courses. Employees get 5 days of paid leave for exams and 14 study days for classes per year. Alternatively they can have 6 weeks of unpaid leave per year (one of

the fieldworker supervisors told us about her studies using this facility).

- » Study loans are available for some (there is a restricted amount available). If the person passes the course, the company offers to repay any payments and writes off the balance (in other words, the loan becomes a grant).
- » Low-interest loans are available for tertiary study for children of smallholders and staff.
- » KASCOL and the National Union of Plantation and Allied Agricultural Workers (NUPAAW) have worked with First National Bank to provide a mobile banking service, which visits monthly (everyone in the community with a First National Bank account can use it).

- » KASCOL implements a Chronic Illness Policy for its employees. An employee who falls chronically ill up to 180 days or 6 months is entitled to fully paid sick leave. If the employee is chronically ill and unable to resume duties, the company continues to pay a salary for another 90 days, after which management is required to refer the matter to the Medical Board, chaired by the Permanent Secretary for Ministry of Health, for further guidance. In the event that an employee has to be discharged on medical grounds, the company treats this as normal retirement and he or she is fully compensated.

In the past, there were fewer women employees, but as discussed, management notes that this is changing, and

BOX C.3. ASTRIDAH HANSANGU, FIELDWORKER SUPERVISOR, KASCOL



Astridah Hansangu is originally from Southern Province and works as a captain (supervisor) in a group of women weeding sugarcane in the estate. She lives on the estate. Astridah has a Certificate in Agriculture and is studying toward her agriculture diploma. She takes six weeks of unpaid leave each year and also uses the three months of out-of-contract time for her studies.

Astridah considers this to be a good job for now. She is always paid on time, and men and women are paid the same for the same tasks. She has never heard of any sexual harassment in the workplace. The normal daily pay of weeders is ZMK 20, but as a supervisor Astridah earns ZMK 29. She receives free housing, water, and electricity during the contract period (nine months per year), as well as health care. Outside the contact period, rent for a one-bedroom house is ZMK 120, and ZMK 275 for a three-bedroom house.

Astridah travels from her home on the estate to the working field by bicycle—the most common means of transport for most of the seasonal workers on the estate—to report for a working day

that begins at 0600 and ends at approximately 1400. The workers take no formal break, preferring instead to snack while they work, so they can finish as early as possible. Like other women in her team, Astridah grows vegetables in her home garden for home use or even for sale. Some women are running their own businesses, buying *chitenges* (cloth for wraps), rice, beans, and other items outside and selling them in the compound.

Each worker is set a task each day, according to the height of the sugarcane and the length of the sugarcane rows. They receive protective clothing and tools from the company (boots, overalls, and hoes). They would like to receive protective facemasks and gloves when working in very high sugarcane. This would allow them to do a more thorough job of removing thorny weeds. They have received only limited training (the prevailing attitude is that “everyone knows how to weed”), but they have received training in planting. Some of Astridah’s team have participated in HIV/AIDS peer educator training. Astridah is a union member, though she is a bit doubtful of the benefit that membership brings (she was present during the big decrease in salaries in 2010 and the strike). One positive is that she can use the mobile bank to receive her salary, a benefit that the union and KASCOL have been able to put in place. Astridah is single, so she can decide for herself how to spend her earnings.

Astridah and other women noted that they have some difficulties finding spare time between tasks (work and home tasks, garden work, studies, and so on). The company supports a football team and used to have a women’s netball team. The women never found enough time to attend training, so that team has collapsed. The men have more time.

KASCOL deliberately aims to increase the number of women employees, who are considered to be more conscientious workers. In the last recruitment of planters, the company decided to set a quota of 50 percent for women. At present, there is only one woman technical supervisor. KASCOL would definitely like to increase the number of women technical advisers in particular, as the number of women smallholders (leaseholders) is increasing (from almost none in the 1980s to 32 percent now) and it would be good to have women who could provide technical advice.

In interviews, it was clear that employees had received training in occupational safety and health, as well as other types of work-related training, such as the correct use of tools, weeding, and replanting. Several referred to some basic rights that they experience, such as the right to safe working conditions and uniforms, the right to health care, and the fact that the company cannot discriminate against anyone. All seasonal fieldworkers are union members. Although some were a bit doubtful of the benefits, others stated: “If one of our fellow workers is treated badly or unfairly by management, the union would take these issues and sort them out with management.” They also noted that they had chosen a small group among themselves to take their issues to the union, which in turn represents them to the employer. One worker said, “The government helps us by the rules and regulations they have set for the employers to follow,” but all others said that the government played no role in their working life.

With regard to staff relations on the estate, there was a strike in 2009 because of a sudden drop in salary and conditions. Seasonal workers said that their daily pay fell from ZMK 22 per day in 2009 to ZMK 11 per day in 2010. According to management, the change was caused by a move toward industrywide salary scale negotiations (away from enterprise-based negotiations) and a change of affiliation of the union (NUPAAW is now affiliated to ZNFU). The salary has almost returned to the original level (ZMK 13 per day in 2011, ZMK 16 in 2012, and ZMK 20 in 2013). The research team attempted to clarify the current rates for other categories of worker, but so far it has proved impossible. The wage rate is governed by the Ministry of Labor and Social Security Statutory Instruments, and implemented through collective bargaining with the workers’ union (NUPAAW).

Women fieldworkers mainly used their income to pay for school fees and buy food. Some also paid for household assets (radio, bicycle), and helped family members, whereas others had invested further—in cattle, furniture, TVs, building a house, and opening a small shop, for example.

THE COMPANY’S PERFORMANCE IN THE CONTEXT OF THE SIX DOMAINS

It is clear that KASCOL uses a range of both CSR and CSV approaches. CSR activities are improving life in the estate community by supporting education, health, and social initiatives (the sports clubs), while the smallholder farming conditions and good staff working conditions improve the company’s results, and therefore could be labeled as CSV activities.

The reasons KASCOL gives for CSR and CSV activities is that the company wants to support the interests of the community and not only the smallholders. A healthy and educated workforce is more likely to be productive. The company’s particular circumstances mean that both farmers and the company depend on each other for success. The company is proud of its good workplace and working conditions (decent work), and a sense of family operating the company. The role of KASFA gives smallholder farmers a voice at decision-making levels, as well as playing an active role in community activities. KASCOL also recognizes that women are key for the company’s success and it is striving to increase women’s representation and voice, which is currently low, particularly for women workers.

KASCOL functions well for a number of reasons:

First, the outgrowers are geographically concentrated on one farm which makes it easier to provide them with extension services and to supervise their farming activities; second, the outgrowers use KASCOL land and this increases compliance levels in contractual matters as the cost of eviction from company land is high on the part of the outgrower, should they abrogate the contract; and third, outgrowers do not have alternative buyers of sugarcane and this prevents them from side-selling their sugarcane. While the overall number of KASCOL outgrowers is limited, this

experience shows that collaborative models are possible and can be commercially viable. (Mujenja and Wonani 2012)

In summary, KASCOL is a unique business, with a strong social focus alongside its successful commercial activities. In particular, smallholder farmers (including women) are in a very strong position. These benefits are shared by a very small group of only 160 smallholders, however. Ideally any opportunity for expansion (for instance via support from IDSP) should mean that land is offered to new

farmers, rather than only enriching the current group of smallholders. Decent working and living conditions are also provided to the estate workers.

KASCOL offers benefits to estate workers as well as smallholder farmers. Thus in line with HRBA, there is clearly an attempt to narrow the gap between the best and least served with regard to basic living conditions, food security, income and health. Table C.2 summarizes KASCOL's performance within the six domains.

TABLE C.2. KASCOL'S PERFORMANCE IN THE CONTEXT OF THE SIX DOMAINS

Domain	KASCOL
Government	Government sets the framework of policy, legislation, trade, and fiscal supports for business, but there is only limited involvement with KASCOL. Inspectors visit KASCOL from the Ministry of Labor (regarding the Labor Code), the Factories Inspectorate, and the Zambian Environmental Council. Only limited links exist to the District Agriculture Office. The health clinic provides reports to the local district health authorities and follows their guidelines, and there are checkups by the Ministry of Health representatives. Farmers reported no links with government, other than occasional mentions in the context of their sales of maize and purchases of subsidized fertilizer.
Workplace	Very good working conditions are provided to estate staff and workers, as well as to smallholders. Unions are welcome on the estate, and the Labor Code provisions are clearly displayed. Safety equipment is provided and a safety committee meets regularly. KASCOL is an equal opportunity employer (in fact, promoting employment of women) and provides equal pay for equal work. Labor rights are respected. Mobile banking services are provided on site. There is a high return rate of seasonal workers—KASCOL is a popular employer. This willingness to return is also good for the company, as there are fewer training demands for returning workers. KASCOL prefers women smallholders and workers as they are more conscientious (thus demonstrating a stronger business case for employing women). At times they set hiring quotas for workers. KASCOL is supporting a business focus for women. The Zambia Chamber of Small and Medium Business Associations provides training in business for smallholder farmers.
Marketplace	Sugar prices are set between Zambia Sugar Company and all the sugarcane outgrowers supplying sugarcane to the Nakambala mill (with inputs from smallholder representatives). As KASCOL shares the profits with the farmers, there is an incentive to try for the best price possible. This codependency and the near-monopoly market for sugar eliminate side-selling. Part of the crop is sold to Fair Trade International in Europe, earning a premium that is returned to the community. KASCOL is affiliated with the Zambian Federation of Employers, which keeps them updated with union agreements, government policies, and other issues. They also receive some limited information from the Zambian Sugar Producers' Federation. The unionized workers are members of the National Union of Plantation Agricultural and Allied Workers, which is affiliated with the Zambia National Farmers' Union. Negotiations on wages and conditions take place between ZFE and ZNFU. KASCOL has better ancillary benefits (such as housing and health benefits) than most employers.
Environment	Environmental problems are well managed by KASCOL. Normal problems of a monoculture are present, but there are no other major problems. KASCOL controls further felling of trees, and there is minimal tillage. Zambia Sugar pumps water to the estate from the river, but the biggest difficulty faced by all is insufficient water. Associated agrochemical use seems to be controlled, and approved fertilizer is provided by the company.
Community	Fair Trade funds are managed by a community organization, elected from smallholders (within KASFA). The premiums are shared among all in the community and have been used, for example, to buy an ambulance and school bus and build a water tank at the health clinic. KASCOL is involved in CSR with respect to a number of community activities such as supporting the library, health clinic, market, environmental monitoring, social club, HIV/AIDS training, and activities of various groups and sports clubs. The community has a significant role in deciding the direction of some of the CSR activities.

TABLE C.2. *continued*

Domain	KASCOL
Home	<p>KASCOL tends to deal with the entire household rather than only the women in its activities related to health, training, agricultural inputs, approach to social problems, and so on. The number of women smallholder farmers is growing as succession plans are rolled out. KASCOL's smallholders have renewable leases, and the company prefers and encourages female descendants to take over the land. Women farmers insist on being the contract holders, and as such they are responsible for all work-related negotiations and decisions on the use of income (although some have their husbands working for them). Polygamy is common in the area, both among workers and farmers, and has some added risks for the women smallholders. Children of workers and smallholders are supported to continue their education and stay within the organization. The personal development of the farmers and workers is encouraged, through training within the company, or by benefits that permit workers to take days off of work or obtain a loan or grant for fees for tertiary education. The company has facilitated training in business development for farmers and staff. Some cases of family violence have been detected and sorted out on the estate. Women maintain that they lack time for social activities because of their double role in workplace and household activities. Sugarcane is a commercial crop, and as such it contributes little to food security. Most smallholders and some workers grow vegetables at home for consumption and sale. Some also are keeping chickens. The company also provides food for HIV-positive group members.</p>

APPENDIX D

CASE STUDY OF ZAMBIA BREWERIES



BACKGROUND

Zambia Breweries (ZB)⁵⁷ is part of the SABMiller group of companies,⁵⁸ one of the world's leading brewers, with more than 200 beer brands and some 70,000 employees in more than 75 countries. Its portfolio of brands includes premium international beers, as well as local Zambian beer brands such as Castle and Castle Lite, Mosi, Chibuku, and the nonalcoholic Maheu. SABMiller also has a growing soft drink business and is one of the world's largest bottlers of Coca-Cola products.

⁵⁷ "Zambia Breweries" consists of three sister companies in Zambia, all subsidiaries of SABMiller plc: Zambia Breweries, Heinrich's Beverages, and National Breweries.

⁵⁸ This part of the text is adapted from the SABMiller web pages.

As part of the SABMiller group, Zambia Breweries believes that its business is not separate from society and that the success of SABMiller is inextricably linked to the well-being of the wider community. Everywhere it operates, it is working to build strong local businesses that contribute to their local economies.

SUBSECTORAL CONTEXT

ZB has been making massive investments in agriculture in Zambia over the past 10 years, aimed at procuring as much of its input requirements as possible locally. ZB's operations require three core crops (barley, sorghum, and maize), and a major pipeline initiative involves cassava.⁵⁹

The technical requirements of barley production in Zambia (especially irrigation water) mean that it is grown only by large-scale commercial farmers. Barley has been extremely successful and profitable both for ZB and its commercial farmer partners, and Zambia has the potential to become a profitable exporter of barley within the region. Miller Farms (south of Lusaka) is one of ZB's major barley producers. ZB states that it endeavors to monitor the performance of Miller Farms (and of all its suppliers) in terms of the labor situation; number of women and men workers; workers' health status; minimum wages; and workplace programs of HIV/AIDS counseling, testing, and provision of antiretroviral drugs, all of which is managed in association with the farmers through a monitoring and evaluation system. Undoubtedly, local barley production has made a significant contribution to local employment and incomes in the growing areas, but the research team has not been able to verify whether it is also contributing to gender equality and rights-based objectives.

Sorghum (traditionally produced mainly in Southern Province) is grown to brew Eagle Lager, a drink aimed at the lower end of the market. It is customary for many women to be involved in sorghum production, and ZB has been providing training and support in crop production techniques. Zambia Breweries has a contract with

a bulking and distribution agent, CHC Commodities⁶⁰ (a founding member of the Zambia Agricultural Commodity Exchange), which has been given responsibility for procuring crops on behalf of ZB. CHC is obliged to record all relevant data on its suppliers, such as categorizing them as commercial or subsistence farmers, or men or women farmers. All of the women farmers had been promised a guaranteed market for their sorghum with CHC, on behalf of ZB.

This arrangement has meant that ZB effectively operates at a considerable distance from its suppliers, so much so that the women small-scale suppliers are even unaware of any links with ZB. In the event, although the sorghum program had been running well, ZB had outsourced some aspects of the program and did not have complete oversight. This shortcoming was brought to the attention of ZB as a result of the research team's failed attempts to identify and meet with the intended beneficiaries in Lusitu, so in this way the team's visits had a positive although unintended result. Of greater significance, from this experience ZB has learned a critical message for most businesses and projects, which is that they had insufficient line of sight to their farmers, and therefore were unable to enforce their standards. ZB has now reviewed its field operations and revised its approach in preparation for launching the more ambitious cassava-growing program (discussed below). This revised approach should also prove beneficial for future sorghum suppliers.

ZB has decided to recruit a new Enterprise Manager to follow up on the work of the farmers at the field level and monitor the third-party contracted partners. This step will ensure that ZB's policies are applied to cassava and sorghum production. This manager will work alongside a new Supply Chain Director, who will focus on local sourcing of sorghum. In the case of sorghum, ZB will need to work hard to return to the original plan. With cassava, they are starting with a clean slate, however, and are in a position to ensure that their plans progress as anticipated.

⁵⁹ ZB also requires sugar, which it obtains from Zambia Sugar. Recent adverse publicity followed reports produced by ActionAid, which alleged tax dodging by both companies.

⁶⁰ According to its website, CHC manages a scheme involving commercial farmers growing barley for use as malt in clear beer production on behalf of ZB. This effort has increased Zambian barley production from zero in 2008 to 12,000 metric tons per year by 2010. It is anticipated that SABMiller will invest in a malting plant in Zambia, which will allow barley production to rise 50,000–75,000 tons per year to meet regional demand currently met from Europe and South Africa.

Maize, ZB's third major crop requirement, is used in its Chibuku (opaque beer) and Maheu (opaque soft drink) products. ZB does not engage directly with maize farmers but does identify some communities where it carries out activities to support maize production. ZB has a commitment to buy all of the maize produced by small-scale farmers in those communities, and there are numerous collection depots throughout the maize-growing areas.

ZB's new crop requirement is cassava, following the development and successful testing of a clear cassava beer that is already on the market in Mozambique, Uganda, Nigeria, and Ghana. The first commercial cassava beer will be produced in the last quarter of 2014. ZB has earned an excise tax rebate from government based on the promise that this will have a positive effect on rural livelihoods in Luapula Province and in the future in Northwestern and Western Provinces. As a result of negotiations and discussions of the shared value that the initiative will create in terms of jobs and economic benefits, the government issued a statutory instrument setting the tax on cassava beer at 10 percent (the tax on normal beer is 60 percent). This arrangement places ZB in a position to sell the cassava beer for about 70 percent of the price of normal beer.⁶¹ The government will monitor the production and selling price; if the price rises too high, the government could remove the tax benefit.

Cassava is an important staple food crop in certain regions of Zambia, such as Northwestern, Luapula and Western Provinces (though it has relatively poor nutritional value). It is generally considered a women's crop, which is one of the reasons that ZB says it is keen to promote it as a cash crop. At present this low-value, high-bulk root crop is relatively easy for farmers to grow. It is produced by many households, but apart from home consumption, it has a very small market. The development of processing facilities and a commercial market opens an opportunity for economic development for subsistence farmers in remote areas.

Cassava presents challenges for transporting and processing. It must be processed within 24 hours of being taken

from the ground or its quality declines precipitously. ZB has been developing mobile processing units and more recently milling facilities to process the roots into cassava cake close to the source of supply, making the produce more cost effective to transport. Cassava cake has a six-month shelf life; beyond that, it can be converted into starch. The processing unit fits into a container on a truck and can be brought to the farmers. Processing is water-intensive, however, so ZB also needs to drill boreholes to ensure access to local water supplies. Boreholes will provide an additional benefit for the communities, because they will provide water throughout the year. The processing units are already working well in Mozambique.

It is vital for the company to secure a good economic return, so it is implementing a proven model. The fact that farmers already know how to produce the crop, and that it provides food security as well as commercial potential, helps to minimize the start-up risks. ZB is working closely with the government, especially the Ministry of Livestock and Agriculture, as well as the cooperative sector, in rolling out this initiative. ZB is aware that it has to take care with the type, variety, and yield of cassava, and be careful not to disrupt local ecosystems. Production will begin by using cassava varieties that are already in the ground, but research continues on identifying improved varieties that may be introduced in the future (in 2012, 70 percent of cassava farmers used local, unimproved varieties).

The company is training local farmers, mainly women, to work in groups and cooperatives to produce cassava to meet the brewery's requirements in terms of quality, quantity, and availability. Work has begun with 2,500 households for now, but it is anticipated that ZB could eventually work with 10,000 households. ZB focuses on empowering women farmers because the company believes that they will direct more social and economic benefits from cassava production to the household. This trickle-down effect is useful and important when it comes to ZB demonstrating their positive impacts to the government. At the same time, ZB seems well aware of the risks associated with introducing modern technologies into cassava production, and of the possibility that this development (particularly the introduction of new technologies) could cause women farmers to be squeezed out of this emerging commercial crop by the men.

⁶¹ In Mozambique, cassava-based lager was launched successfully in 2011 and, thanks to lower input costs and excise duties, it is sold in the market at 70 percent of the market price of the mainstream lagers—thus catering to the needs of the lower end of the drinks market.

ENGAGEMENT IN CSR AND CSV

ZAMBIA BREWERIES' SUSTAINABLE DEVELOPMENT WAY

The CSR program in ZB is known as its “Sustainable Development Program,” with 10 separate but linked components (“key focus areas”),⁶² each described in SABMiller’s 2011 Sustainable Development Report.⁶³ The focus areas combine to create what is referred to as an “environment of mutual benefit.” Jeff Banda, Enterprise Development Manager, noted that ZB’s vulnerability as a company increased when trying to do CSR, and cited the issue of being taken to court by former contract workers. In this context, it was mentioned that more work needs to be done to help strengthen the relationship between CSOs and the private sector in general, as often the CSOs have limited experience in interacting and negotiating with the private sector.

ZB operates in a country where environmental, social, and economic pressures have increased the cost of doing business. Resources such as water and other raw materials are becoming scarcer, and the Zambian government has increased regulation on business in areas such as packaging and waste, water, and carbon emissions. The government also increased the price of key resources such as water and energy. Meanwhile, social pressures such as HIV/AIDS and human rights issues require a response from business,⁶⁴ and ZB sees that the economic impact of its value chains is critical in creating decent jobs and wealth in a sustainable fashion.

ZB accords high priority to its work on Sustainable Development, as illustrated in the elaboration of its Sustainable Development Way (box D.1). The Sustainable

⁶² This approach is referred to as “Ten Principles—One Future.”

⁶³ SABMiller’s Sustainable Development Reports are available on its website (<http://www.sabmiller.com/>).

⁶⁴ The company has provided HIV/AIDS programs on site at their breweries; as noted, they include peer educator programs, testing, and counseling on site. A health and wellness education program is offered to HIV-positive staff members, and treatment with antiretroviral drugs is provided for staff, their spouses, and immediate family members. ZB’s workplace clinics are recognized by the government as distribution points for antiretroviral medications for both staff and members of the surrounding communities.

ZB is in a position where it must demonstrate positive impacts in their sustainable development reports, as well as in the quarterly performance briefs that they provide to the Ministries of Agriculture, Commerce and Finance. A selected third-party organization will be designated to carry out a baseline survey at the start of the initiative, to make it possible to track tangible impacts and results in the lives of the farmers.

Many aspects of this new product initiative make it a good fit with CSV criteria: identifying a new product with market potential (using Base of the Pyramid criteria); taking existing local raw materials and adding value to them; strengthening the local skills base; creating employment opportunities and enhancing income levels (particularly for women); and contributing to ZB’s bottom line through the launch of a successful new product. There is also the potential for having a full production-consumption cycle within local communities, from the cassava producer, to the product manufacturer (ZB), to the product retailer, and back to the product consumer at the source. Inevitably there are potential antisocial side effects from this initiative, insofar as it promotes alcohol consumption at the local level.

Interestingly, during 2014 another potential buyer for cassava emerged in Luapula. Toyota’s trading arm is investigating setting up a starch plant in the country (possibly Luapula) and buying cassava from smallholder farmers. ZB has had some discussions with Toyota, and while ZB plans to start brewing using cassava soon, it has not yet made a firm decision regarding which preprocessing technologies to use. In addition, the World Food Programme in recent years has also attempted to commercialize cassava production in Luapula Province of Zambia, but with limited and short-lived success.

Ian Mackintosh, outgoing Enterprise Development Manager, provided background information on the origins of SABMiller’s Sustainable Development and Enterprise Development initiatives in Zambia. He indicated that although ZB is at present using both sorghum and cassava, which are both low-value crops sourced to make low-end products, he expects that in the near future a strategic decision will be made for the company to run with one or the other, and not both, and that cassava seems to be the crop for the future.

BOX D.1. ZAMBIA BREWERIES’ “SUSTAINABLE WAY” PRINCIPLES

Goal: Strategically manage and implement the “Sustainable Development Way” in line with the SABMiller 10 Sustainable Development Priorities.

Outputs: High impact small enterprise development programs are implemented and appreciated by stakeholders.

Quality requirements:

- Women entrepreneurs trained in entrepreneurship and basic business management.
- Business linkages facilitated in the SABMiller value chain for youth and women entrepreneurs.
- Training in basic business management for women and youth entrepreneurs provided.
- Capacity building for Women and Youth Entrepreneur Associations.
- Alcohol responsibility training provided to trained youth and women entrepreneurs.

Indicators:

- Number of meetings with stakeholders.
- Number of youth and women trained in entrepreneurship and enterprise development.
- Number of entrepreneurs trained in alcohol responsibility.
- Number of new women and youths participating in the soft drink selling business.
- Number of entrepreneurship and business mentorship programs implemented.
- Number of entrepreneurs participating in the entrepreneurship and business mentoring programs.
- Number of new small business introduced to the SABMiller value chain in Zambia.

Source: <http://www.sabmiller.com>.

Development Way is being implemented in line with the SABMiller 10 Sustainable Development Priorities, which help the business focus on the material opportunities and risks that arise from its environmental, social and economic footprints. The 10 priorities also form the basis for performance management using a Sustainable Assessment Matrix (SAM) based on a five-level stairway that measures compliance, ranging from level 1, the most basic level, to level 5, at which compliance is comparable to any country in the world. Each company and country office prepares an online input into the global monitoring system, a committee reviews and vets these at PLC level in the London

headquarters, and this is checked by internal auditing, where it is reported as Sustainable Development. The final verification process is carried out by SABMiller’s professional audit firm, thus ensuring the integrity and validity of the overall process.

The main objective of ZB’s “Sustainable Development Way” is to strategically manage environmental and social risks and opportunities in a consistent way, protecting and enhancing the reputation of the business, and adding business value. In this way, ZB can ensure that they make a positive contribution to society. The company states that its view of sustainable development is about understanding and managing the risks and opportunities that social, environmental, and economic impacts present to the business now and in the future.

During discussions with the research team, Mr. Banda elaborated on three of the 10 core principles, each of which relate to the team’s particular areas of interest. Combating alcohol abuse (Principle 1) involves a number of linked initiatives, including promoting alternative income-generating activities such as soft-drink retailing among alcohol vendors and promoting awareness of the dangers of alcohol during pregnancy (fetal alcohol syndrome). ZB argues that they want responsible consumption of alcohol. Consumers should not take alcohol in such a manner that it ends up impairing their functionality. If an individual is drunk there is an economic and a social impact on the drinker’s family.

ZB is working with the chiefs to carry out training in the *ABC program* (Alcohol, Behavior, Communication)—which pushes a message of moderation. ZB also distributed a radio program, *Alcohol in the Community*, on community radio, in which experts talk about the dangers of alcohol abuse. ZB also works with the Road Traffic and Safety Agency on drunk driving, and with other stakeholders on the topic of mental health.

Principle 2 is “Encouraging enterprise development in our value chain,” Mr. Banda’s prime area of responsibility. As part of its Enterprise Development program, ZB supported ZFAWIB and its “Month of the Woman Entrepreneur” in September 2013 with approximately ZMK 35,000 in sponsorship. In this context, ZB is trying to

“do business” (as opposed to taking a charitable or philanthropic approach) with ZFAWIB and its women members. ZB entered into a Memorandum of Understanding with ZFAWIB in late 2013, as a means of creating shared value. ZB encourages women members to engage in ZB’s supply chains, including in the cassava-growing initiative, and asks them for ideas for further collaboration. Furthermore, ZB is engaging with ZFAWIB to assist its women members in local compounds to get involved in the soft drink business.

ZB is eager to develop its value chains and open more business opportunities to “Benefit communities” (Principle 3), and it encourages local entrepreneurs to obtain training in a range of products, to develop their knowledge and skills, and to be more aware of the benefits and risks arising from undertaking enterprise activities. As there are many ZB depots, the small-scale entrepreneurs and farmers can bring their produce to local depots, where it will be collected by the ZB distributors. For the planned cassava initiative, ZB will encourage the women to work together and form groups and cooperatives.

ZB has run Youth Entrepreneurship and Empowerment Workshops, giving life skills training and providing start-up kits of Coca-Cola for sale. They began this some years ago in Ndola, which was facing high levels of youth unemployment. The aim was to find some positive alternatives for young unemployed women and men, and help to create entrepreneurs. In some cases, it worked; one young man who received that first crate of soft drinks is now a distributor. ZB has experienced problems with a low level of commitment among some of its target young entrepreneurs, about half of whom fail to develop their businesses and misspend the capital contribution (estimated at ZMK 2,800 per unit) on personal consumption. This means that ZB has had to develop a more stringent vetting and monitoring and evaluation system, as well as accepting that it is not possible to help everyone. To date ZB has worked with hundreds of young people, including approximately 150 youths during 2013.⁶⁵

⁶⁵ Unfortunately, the team did not obtain a gender breakdown of this figure from ZB before the study came to an end.

Environment is a critical element of sustainability. Itawa Spring, in Ndola, is a good example of CSV. This natural spring, located near the ZB brewery in Ndola, is used for the production of various beverages. With urbanization, local residents were encroaching on the source, with a consequent risk of contamination and drying up. Approximately two years ago, ZB began work on the water source together with other partners, including GIZ, the Department of Water Affairs, Kafubu Water Utility, and the local community. GIZ conducted a feasibility study and ZB supported a sensitization campaign with the community regarding the importance of protecting the spring. In a jointly planned initiative, the spring will be covered over, and piped water will be supplied to water kiosks and water tanks, to be managed by Kafubu Water Utility. ZB is building the infrastructure and draining dirty rainwater run-off away. There is also a plan for a downstream pond in which children can swim. The process for obtaining the required environmental and building permits was slow, but construction is proceeding. The contractor has been selected and should be mobilized forthwith. This potential win-win solution involves ZB in guaranteeing a quality water supply for production and at the same time enabling the community to have clean piped water delivered closer to home. The sticking point may be the facility’s operation and maintenance; the community has had free water, and they will now need to pay for it, so some resistance may arise.

OBLIGATION VERSUS COMMITMENT?

Approximately 10–15 percent of ZB shares are traded on LuSE, and although LuSE gives annual awards on Corporate Governance, ZB management says that its main motivation for CSR is not to receive an award but to be a good corporate citizen. In South Africa, listed companies are required to carry out CSR activities, but Luke Njovu feels that for Zambia such a strategy might be risky. If companies have to engage in CSR for reporting purposes, what a company does (by way of “obligatory CSR activities”) may not meet the community’s actual needs. The risk would be that companies would go for high-profile projects, simply to meet their reporting obligations.

SUPPORT FOR GENDER EQUALITY, WOMEN'S EMPOWERMENT, AND HUMAN RIGHTS

ZB has undertaken a CSI initiative to support two women's groups to work on packaging and bottling activities. ZB has created a small income-generating project in its soft drink packaging value chain for approximately 140 women, based in both the Copperbelt and Lusaka (interviews with some of the women follow). The initiative resulted from a request for a donation from a mother and orphans' group, and ZB felt that by supporting a business activity its contribution and support for the group would be more sustainable in the longer term. Although this initiative is not an agribusiness activity, it has CSV and women's empowerment elements.

As indicated, SABMiller is operating in many diverse national cultures and must acknowledge and respect differences in laws, norms, and traditions in the course of conducting its business. As a multinational company SABMiller sees it has a duty to respect and promote the values of the international community, notably the UDHR and other internationally recognized human rights instruments.

The "Protect, Respect, and Remedy" framework, introduced by the UN Secretary General's Special Representative on the issue of Human Rights and Transnational Corporations, provides a useful context for a corporate response to human rights. It suggests that protecting against human rights abuses is the responsibility of the state. In the view of a spokesperson for SABMiller, however, "Companies do have a responsibility to respect human rights and provide access to appropriate nonjudicial routes to remedy in the case of allegations of human rights abuses. Respecting human rights is not merely a passive responsibility but may entail positive steps within a company, such as staff training or developing compliance systems."

In this regard, the former UN Special Representative, John Ruggie, proposed that companies undertake "due diligence" to manage the risk of human rights harm with a view to avoiding it (often referred to as "do no harm"). Due diligence may include considering such factors as: the country context within which a company operates; the human



rights impacts a company may have within that context; and the relationships a company may have with state and nonstate actors. Specific actions may include the following: workplace human rights policies; impact assessments; integration of the approach to human rights throughout a company; tracking performance; and engaging with other companies and stakeholders to refine these processes. The UN Special Representative also proposed that companies assist in providing access to appropriate remedies by establishing an effective grievance mechanism.

SABMiller is a signatory of the United Nations Global Compact and is committed to conducting its business with due observation of the principles of the UDHR, the OECD Guidelines for Multinational Enterprises, the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, and ILO Core Conventions on Labor Standards. These documents and additional stakeholder dialogues were used to draft the SABMiller Human Rights Principles (box D.2). SABMiller and its subsidiaries are committed to implementing the Human Rights Principles in the course of its existing business, and in the assessment and development of new business opportunities. For existing associates and joint ventures, SABMiller will promote the adoption of an approach consistent with the Human Rights Principles.

BOX D.2. SABMILLER'S HUMAN RIGHTS PRINCIPLES

- Freedom of Association and Recognition of the Right of Collective Bargaining
- Prohibition of Forced and Compulsory Labor
- Abolition of Child Labor
- Intolerance of Discrimination
- Establishing Fair and Competitive Wages and Benefits
- Providing Safe and Health Work Environments
- Employee Security
- Community Commitment
- Supplier Guiding Principles

The SABMiller Human Rights Principles have been developed through internal and external consultation and have been informed by external published resources. SABMiller recognizes international labor standards and is committed to respecting the human rights of its employees in the workplace and in the communities in which it operates. While these principles are designed to cover employees, it is expected that these standards will also be applied to contract workers and any workers without a formal contract of employment.

SABMiller values all employees and the contributions they make, and has a longstanding commitment to equal opportunity and intolerance for discrimination. It strives to create a work environment free of discrimination and physical or verbal harassment with respect to race, gender, color, national origin, religion, age, disability, sexual orientation, political opinion, social origin, or HIV/AIDS status. In addition, it makes reasonable accommodations in the employment of qualified individuals with disabilities.

The basis for recruitment, placement, training, and advancement at SABMiller is qualifications, competence, and experience. Employees with any concerns related to potential discrimination in the company's employment practices are encouraged to raise them through formally established processes and are assured that there will be no reprisal against anyone who raises such a concern.

Source: SABMiller position paper—"Human Rights: Having Respect for Human Rights" (www.sabmiller.com/docs/default-source/sustainability-documents/position-paper-human-rights.pdf?sfvrsn=2)

SABMiller aims to promote diversity at staff and management levels, both as part of national programs such as "Broad Based Black Economic Empowerment" in South Africa, and as part of its global approach, which has a particular focus on women in management and local

management development. SABMiller further recognizes that it has an opportunity and responsibility to promote human rights within its supply chain. This is part of its initiative to promote all sustainable development priorities within its supply chain, set out in the company's "Value Chain" position paper.

STORIES FROM WOMEN FARMERS

The research team was unable to locate women farmers who had been contracted successfully by ZB in Southern Province (Lusitu, Siavonga, and Butete) to produce sorghum. Because the company is just beginning to purchase cassava for beer production, it was not possible to contact those farmers.

STORIES FROM WOMEN WORKERS

An integral part of the process for developing this case study was to situate the company's pro-women CSR and CSV activities in the broader context of its corporate structures and internal procedures. To do so, the research team conducted one-on-one interviews with women managers and staff and reviewed ZB's corporate literature.

ZB employs various other women on staff—several supervisors and a forklift driver. The research team asked one of the male drivers what he thought of her abilities, and he said that "she is the best driver—she is a very careful driver."

To provide jobs and improve livelihoods in local communities by empowering women, ZB piloted a project in which women were employed in two of its plants to sort bottles in preparation for the soft drink and beer packaging processes. The pilot started in Lusaka and was extended to Ndola. Brewery staff previously did that work, but management said that there were insufficient people to do the work and it was not done properly. The company is very satisfied with the work carried out by the women's groups.

The research team interviewed 10 women employed through ZB's Lusaka packaging project, located within the ZB plant but operated by the Twililile Women's Cooperative (formed by the Kwashamukwenu Women's

BOX D.3. MAZILA MWINGA, HUMAN RESOURCE OPERATIONS MANAGER, ZAMBIA BREWERIES



Mazila Mwinga joined Zambia Breweries in early 2013, about six months prior to the interview. In the past, she had never thought about working for the company and imagined it to be an industrial plant full of men. When a job was advertised, she did her own research on the company and spoke to people who had worked there. Mazila was impressed by the idea that “ZB strives to develop you,” so she applied and was successful.

Mazila is aware that the company has policies in place to protect her as a woman and worker. She is aware of the sexual harassment policy, HIV/AIDS policy, and the recruitment policy that strives for equality. For example, the company is making efforts to improve the gender balance in its technical areas. Mazila finds an atmosphere in the company that encourages people to provide ideas on how to bring about improvements.

ZB provides paid maternity leave to women who have worked for two years (90 days of leave in two of ZB’s companies, and 120 days in the other—an anomaly inherited from when ZB acquired the company). A high number of women take Mother’s Day each month.

Mazila feels that she needs to learn more about gender policies and particularly those related to the workplace. The research team spoke with her about the “glass ceiling” and “glass walls” encountered in many corporate contexts.

Group). ZB plans to feature this initiative in its Sustainable Development Report for 2012–14. The women ranged from 31 to 61 years of age, and five were widowed, four married, and one divorced. The married women said they received encouragement and support from their husbands.

BOX D.4. ESTHER MAPENDA, QUALITY MANAGER, ZAMBIA BREWERIES



Esther Mapenda has worked in ZB for more than eight years. While still at college, she was introduced to the company through a work placement. She found the experience “intimidating” and felt “out of place.” She learned a lot, however, and when a vacancy was advertised after she graduated, she applied and joined ZB in the Copperbelt Province. Almost immediately she was impressed with the company’s HR support, as she was obliged to accompany her husband and transfer to Lusaka, and at the same time she was expecting their first child. Esther has been supported in her professional and technical development within ZB, and now is working at the highest level in her technical field. She feels she has been able to rise through the ranks, and believes that ZB does not consider gender when looking for the most suitable candidates.

Esther has noticed a large increase in the number of women working at ZB over the past eight years and acknowledged that it is easier for a woman joining today than it was eight years ago. The laboratory used to employ no women, and now it employs five. An effective way of facilitating women to rise through the ranks is to give them the opportunity to “act up” (in other words, to become the acting supervisor or chief when those individuals are on leave or out of station). Esther also believes that in her work she has made considerable effort to empower other women in the company.

The women in the Lusaka brewery said that they sort bottles when they first arrive at the plant, removing broken or very dirty bottles and then washing the remainder. They then sort bottles into types and make up mixed orders. The women interviewed were very positive about their work. They explained that the salary varies

BOX D.5. MIRIAM CHILA, PRODUCTION LINE SUPERVISOR, ZAMBIA BREWERIES



Miriam Chila works as supervisor on line 4 of the plant. She has a bachelor's degree. Previously, she worked in the company's laboratory on a temporary contract and was a tutor in microbiology in the university. She began work in the plant approximately nine months ago. She supervises the entire line, from the arrival of the bottles for washing, rinsing, sorting, filling, and sealing. The bottles are then taken away for packing.

Miriam supervises a team of men, and initially she found it a little difficult for them to accept her authority. However, the teething problems have settled and they work together now as a good team. She enjoys the job and is very happy there, although she noted that if she were married it might be more difficult to be working shift work (there are three shifts). Miriam has a permanent contract and considers that the conditions are good. The brewery covers all of her medical costs; if she were to become pregnant, she would receive three months of maternity leave. Women staff receive Mother's Day each month.

according to the amount of work to be done. Those interviewed said that the minimum salary they have received has been ZMK 1,000 per month and the maximum is ZMK 1,500. In the last month, they received ZMK 1,134 each. The money is paid on time by the brewery to the women's group; sometimes there are delays in the group paying the members. If they are sick, they will be paid for the missed days if they obtain a sick note. The women work over two shifts (the afternoon and evening shift). After the evening shift (which finishes at 2200) the company provides a bus to drive them back to points near their homes. They appreciate this contribution to their personal safety. During the day, the women travel on foot or use public transport. ZB provides them all with protective clothing (dust jackets and boots, and where needed, gloves and eye protection).

THE COMPANY'S PERFORMANCE IN THE CONTEXT OF THE SIX DOMAINS

ZB is a large company within a multinational organization (SABMiller). It has a clear commercial approach but has also outlined good policies for sustainable development and human rights. It is the only case study company that explicitly refers to human rights in its strategies and guidelines (although in practice some of the other companies are also incorporating rights). ZB sees the value of creating shared value and win-win cases (the business case for "doing good"). Naturally, good public relations are also a motivating factor.

The company is also aiming to explicitly measure the economic and social impacts of CSR and CSV activities by calculating the Social Return on Investment to place a monetary value on social and environmental outcomes. SABMiller has done this in other countries although not yet in Zambia.

ZB is a manufacturing company rather than an agricultural producer, but it relies heavily on agricultural products. Although the research team could not work with any of the smallholders that supply the company, it did verify ZB's policies at work within the brewery through interviews with staff and outsourced workers, as well as from the company's extensive documentation. Table D.1 summarizes ZB's performance in the context of the six domains.



TABLE D.1. ZAMBIA BREWERIES' PERFORMANCE IN THE CONTEXT OF THE SIX DOMAINS

Domain	Zambia Breweries
Government	ZB gives special attention to its relationship with government, particularly in the context of the antisocial side of alcohol consumption. ZB has created close links with government through the company's road safety and drunk-driving campaigns. ZB's barley production has greatly reduced Zambia's foreign exchange requirements, and the government has given considerable support to ZB's development of a cassava-based lager, because of its considerable potential to create jobs. A statutory instrument has been issued on cassava beer, setting an excise tax of 10 percent compared with the normal 60 percent—a substantial tax concession for ZB. ZB reports on a quarterly basis to the Ministries of Agriculture, Commerce, and Finance, including on issues such as sustainability.
Workplace	ZB promotes equality of opportunity for women and men in the workplace, and women are prominent in most levels of ZB's organizational hierarchy. ZB has a sexual harassment policy, supportive maternity protection allowances, and HIV/AIDS workplace policies and peer support and educator programs. The company provides transport near the homes of the workers after the late shift, which is particularly valued by women working late.
Marketplace	ZB plays a very active role in ensuring good working conditions and upholding human rights throughout its business operations, and furthermore it demands the same high standards from its suppliers and business partners. Sometimes problems arise in the chain of supervision, however. The company has recognized this problem and is setting up structures to avoid similar problems in the future.
Environment	ZB has radically reviewed its use of natural resources, particularly water consumption, and has greatly reduced waste. It takes the lead in responsible management of several key water resources on the Copperbelt (for example, with community and other stakeholders the company protects the water source at the Itawa Spring). The ZB packaging project (involving a large number of women workers) is another initiative aimed at reducing the impact of packaging waste on the environment.
Community	ZB supports a number of poor local communities to grow maize, which ZB uses for its Maheu and Chibuku drinks. ZB is beginning to work with cassava, an important smallholder crop, particularly for women. ZB has been promoting and supporting a range of enterprise development initiatives among local communities, such as soft-drink vending by women and young people. In addition, ZB has been supporting ZFAWIB, as a major association of women entrepreneurs in Zambia, to encourage them to engage their members in soft-drink vending, cassava production, and other activities. ZB is also working with chiefs and community groups, as well as through the ABC radio programs, to campaign for responsible drinking and road safety.
Home	A basic contradiction in ZB's promotion of women's economic empowerment is that its alcohol products can contribute to family problems and domestic violence, including violence against women. ZB is making efforts to ameliorate those risks by promoting responsible alcohol consumption. ZB's policies and programs for HIV/AIDS support all family members as well as those in the workplace. Women working in the plant said their families were happy with their employment. The research team met no women farmers working with ZB, so it is not possible to comment on any impacts on their home situation.

APPENDIX E

CASE STUDY COMPANIES QUESTIONNAIRE

Company Profiles (samples of information to be gathered)

- » Size, location
- » History
- » Financial status during recent years, and main trading partners (for example, mainly national sales, international?)
- » Ownership—national, multinational corporations (MNCs), women-owned companies, and so on
- » Membership of association(s)

Basic Data Regarding Engagement of Women

- » Composition of staff—female/male and by levels, departments, locations, full-time/part-time; type of contracts; level; marital status
- » Suppliers (for example, farmers, entrepreneurs); disaggregated by sex—is there any difference in the prices paid, quality of work?
- » Sharecroppers; disaggregated by sex, types of crops grown—is there any difference in the prices paid, quality of work; are any children working?
- » Availability of (co-)financing to specifically target women?
- » Compliance record on regulations, and so on—and related costs
- » Productivity issues (by gender)
- » Turnover of staff—recruitment, replacement, and so on (by gender)
- » Training time and cost (on and off the job)—any differences between men and women?
- » Leave availability because of sickness, maternity, child care
- » Quality of outputs
- » Affirmative actions for women

General Questions for Management

1. What do you believe are the most difficult problems, if any, limiting the employment/contracting of women in your company?
2. What, if any, practical steps do you take to promote gender equality or to improve the working conditions of women?
3. Are there any advantages to employing women rather than men?

4. Are there any particular disadvantages associated with employing women rather than men?
5. Are there any unions or trade associations working with the company? Do you see them to be a positive or negative influence?—please illustrate your answer with examples.
6. What sort of supports or encouragement do you receive from the government or other stakeholders to conduct your business in a socially responsible manner?
7. Do any government policies or activities inhibit you from conducting your business in a socially responsible manner, particularly with regard to gender?
8. Are you aware of the government's laws regarding human rights?
9. If so, can you tell us about those laws most important with regard to your business?
10. What policies and procedures does the company have in place regarding equality, discrimination, harassment, bullying? Is there a specific gender policy? (If so, please send us a copy.)
11. Is there a corporate governance statement or code of conduct that addresses human rights, for example, stating that you are an equal opportunity employer? Actions on discrimination; harassment; bullying; mechanisms to ensure women's rights are protected?
12. Do you participate in any corporate social responsibility (CSR) activities or formal frameworks?
13. What are the reasons for carrying out CSR activities, and what is the most important?
14. Which other companies are you aware of that carry out activities that seem to promote human rights and gender equality in the agriculture sector? (NOTE: This could also include combatting child labor, and so on, especially involving a girl child.)
15. What do you understand by the term and concept of shared value? What does it mean for your business? How does it differ from CSR?
16. What types of programs or activities do you think could stimulate your company to seek win-win situations in which they could achieve economic benefit at the same time as creating social benefit (for example, through women's empowerment)?
17. Would you and your company be interested in working further with this research project to identify and promote win-win situations that aim to provide economic benefit for agricultural enterprises (such as yours) at the same time as providing social and economic benefits to women workers and suppliers?
18. Have you any examples of activities that your company has undertaken that have had successful (win-win) outcomes regarding the promotion of women in the workplace?
19. Have there been clearly negative experiences?
20. What are the most critical elements for ensuring sharing value—that is, situations in which all parties benefit from an improvement in conditions?

APPENDIX F

HOUSEHOLD QUESTIONNAIRES FOR PAID EMPLOYEES AND FARMERS



HOUSEHOLD QUESTIONNAIRE & WORKPLACE QUESTIONS (1)

For paid employees

Location & name of case study company:

Name of enumerator _____

Screening questions

1. Sex
 - a. Male
 - b. Female

2. Marital status:
 - a. Married
 - b. Single
 - c. Divorced
 - d. Separated
 - e. Widow/widower

Bio data

3. Name of respondent: _____

4. Age: _____

5. What is the **final** level of education that you have reached?
 - a. None
 - b. Primary _____
 - c. Secondary _____
 - d. College _____
 - e. University _____

6. Number of people living in the household (including the respondent)
 - a. 1-5
 - b. 6-10
 - c. 11 and above

7. Number of children (under 18 yrs) living in the house?
 - a. Female _____
 - b. Male _____

8. Number of children (under 18) attending school?
 - a. Female _____
 - b. Male _____

9. Number of wage earners contributing to household income? (Including respondent)

10. What is your main source of income?
 - a. Formally employed
 - b. Farming
 - c. Trader
 - d. Other (please specify) _____

11. What does your husband (if living at home) think of your involvement in paid work?

21. If they have changed, why has this happened?

22. If your hours have decreased, what do you NOW do with the extra time you have?

23. Have you had any change in **total** household income as a result of employment in the case study company?

- a. It increased
- b. It decreased
- c. No change

If b) or c) explain why

24. If your income has increased, what was the additional money used for?

- a. School fees
- b. Buying food
- c. Paying for health services
- d. Buying household assets (radio, bicycle)
- e. Other (specify)

25. Do you get support from your employer in the case of an illness to a family member?

- a. Yes
- b. No

26. If yes, what support do you receive?

27. *(for women with children)* Did you get any support from your employer when your last child was born?

- a. Yes
- b. No

28. If yes, what support did you get?

29. *(for women)* Does your employer observe "mothers' day" once every month?

- a. Yes
- b. No

30. If YES, do you take advantage of this allowance every month?

- a. Yes
- b. No

38. What did each member (husband, wife, girls, boys, etc.) of your family **do** (activities) on the most recent working day? (work in the field, work for a wage outside of the home, caring for the sick, collecting water, school, playing, etc.)

Category of family member	Morning	Afternoon	Evening/night
Wife			
Husband			
Girls (below 18)			
Boys (below 18)			
Others			

39. How many (if any) of your children are working in paid employment (cash or kind) for more than one hour per week, at any time during the year? (eg. including seasonal work, vending, processing agricultural products, herding, etc)

	FEMALE	MALE
<10 year old		
10 up to <15 year old		
15 up to <18 year old		

Income & food security - & control over use of income

40. Who makes decisions about use of the income in your household?

	Woman/Wife only	Man/Husband only	Wife & Husband jointly
Decisions about health?			
Decisions about education?			
Decisions about major items of expenditure for the household (e.g. furniture, TV, etc.)			

Training

41. What training (eg. on agricultural techniques, processing, Occupational Safety and Health, etc.), if any, have you received during the last year?

42. What training, if any, would you need in order to do your work better (more productively)?

Safe Work Environment

50. Have you faced any of the following workplace problems or do you know anyone else who has faced difficulties?

	Issue	SELF	OTHER
a.	dangerous travel to or from work		
b.	workplace safety problems (with equipment)		
c.	poor working environment due to dust, poor light, etc.		

51. Have you experienced an occupational injury related to your work over the past 2 years?

- a. Yes
- b. No

52. If yes, what support did you receive from your employer following this injury?

- a. Payment for medical expenses
- b. Paid leave
- c. Unpaid leave (with guarantee of getting your job back)
- d. Other (please specify)
- e. None

Social security

53. Are you a member of a health care scheme?

- a. Yes
- b. No

54. If yes, is this a public (government) or private (employer) health care scheme? (please specify)

55. Are you contributing to a pension scheme?

- a. Yes
- b. No

56. If yes, is this a public (government) or private pension scheme? (please specify)

57. If aged over 55 years, are you benefiting from a pension?

- a. Yes
- b. No

58. If yes, is this a state (government) or private (employer) pension scheme? (please specify)

59. Are you receiving any form of support from cash transfers?

- a. Yes
- b. No

60. If yes, from which source?

61. Can you describe any HIV/AIDS awareness raising or support activities run by the CS company **within the workplace**?

73. Can you tell something about it – is it a useful activity and why?

74. Has the community planned activities together with the company?

a. Yes

b. No

75. If YES, please describe some activities: _____

76. Please describe any serious environmental problems in your community?

77. In what way has the company been involved in trying to solve them?

78. Could you describe any other challenges that you are facing with the CS Company or agent that we haven't covered?

Thank you for taking the time to answer these questions

HOUSEHOLD QUESTIONNAIRE & WORKPLACE QUESTIONS (1)

For farmers with or without service contracts with the Case Study (CS) companies

Location: _____

Name of enumerator _____

Screening questions

- 1. Sex
 - a. Male
 - b. Female

- 2. Marital status:
 - a) Married
 - b) Single
 - c) Divorced
 - d) Separated
 - e) Widow/widower

- 3. Do you have a relationship with the CS company
 - a. Yes
 - b. No

- 4. If yes, what is the name of CS company _____

- 5. If you don't have a contract, why not?

Bio data

- 6. Name of respondent: _____

- 7. Age: _____

- 8. What is the **final** level of education that you have reached?
 - a. None
 - b. Primary _____
 - c. Secondary _____
 - d. College _____
 - e. University _____

- 9. Number of people living in the household (including the respondent)
 - a. 1-5
 - b. 6-10
 - c. 11 and above

- 10. Number of children (under 18 yrs) living in the house?
 - a. Female _____
 - b. Male _____

- 11. Number of children (under 18) attending school?
 - a. Female _____
 - b. Male _____

- 12. Number of wage earners contributing to household income? (Including respondent)

13. What is your main source of income?
- a. Formally employed by company other than case study company
 - b. Farming
 - c. Contract with CS company
 - d. Other trader
 - e. Other (please specify) _____

14. What does your husband (if living at home) think of your involvement in contract farming or business activities?

15. Please provide specific examples of things he does that support or hinder your work:

16. What is your formal relationship to the Case Study company? (can tick more than one)

a	Contracted to provide agricultural products? (Sell products to CS)	
b	Share-cropper	
c	Not contracted, but providing products to the CS	
d	Temporal/seasonal employee	
e	Buy products from the CS for onward selling?	
f	Other (please specify)	

17. If a) or b), how did you get this contract? Who introduced you?

18. In your opinion are women and men paid the same amounts of money for products/services provided to the CS company?

- a. Yes
- b. No

19. If No, could you please explain why?

20. Have you had any change in total household income as a result of the contract you have with the (CS) company?

- a. It increased
- b. It decreased
- c. No change

If b) or c) explain why

21. If your income has increased, what was the additional money used for?
- a. School fees
 - b. Buying food
 - c. Paying for health services
 - d. Buying household assets (e.g. radio, bicycle)
 - e. Other (specify)
-
-

22. Are there any childcare facilities available to enable you to carry out your farming work?
- a. Yes
 - b. No
- IF NO, GO to Q. 26**

23. If yes, who pays for these childcare facilities?
-
-

24. Do you use these facilities
- a. Yes
 - b. No

25. If no why not?
-
-
-

26. On the last recent working day, how much time (hrs) did you spend on the following activities:

Category	Hours of time spent (hrs)
Paid work away from the home and family farm	
Unpaid household work	
Paid work on family farm	
Unpaid work on family farm	
Leisure activities/relaxation/church/etc.	
Sleep	
Other (please specify)	

27. Do you have someone that you pay to help with household work and chores?
- a. Yes
 - b. No

28. How much do you pay them per month?
- a. Between ZMK 50 to 100
 - b. Between ZMK 100 and 250
 - c. Between ZMK 250 and 500
 - d. Above ZMK 500
 - e. Other arrangement (eg. house and board)

29. What did each member (husband, wife, girls, boys, etc.) of your family **do** (activities) on the most recent working day? (work in the field, work for a wage outside of the home, caring for the sick, collecting water, school, playing, etc.)

Category of family member	Morning	Afternoon	Evening/night
Wife			
Husband			
Girls (below 18)			
Boys (below 18)			
Others			

30. How many (if any) of your children are working in paid employment (cash or kind) for more than one hour per week, at any time during the year? (eg. including seasonal work, vending, processing agricultural products, herding, etc)

	FEMALE	MALE
<10 year old		
10 up to <15 year old		
15 up to <18 year old		

31. Are any of your children working on your farm to enable you to meet your contractual obligations or set targets?
 Yes No

32. If yes, list their current ages and what tasks they carry out?

Income & food security - & control over use of income

33. Who makes decisions about use of the income in your household?

	Woman/Wife only	Man/Husband only	Wife & Husband jointly
Decisions about health?			
Decisions about education?			
Decisions about major items of expenditure for the household (e.g. furniture, TV, etc.)			

Social dialogue and representation

56. Are you a member of any of the following organizations: – tick more than one as necessary (**if NO, go to question 59**)

		Please tick	please specify
a.	Farming group (including share-croppers)		
b.	Cooperative (incl. Savings and credit group, SACCO, ASCA, VISLO, Chilimba, etc.)		
c.	Women entrepreneurs' association		
d.	Community organization		
e.	Credit Union		
f.	Women's group/organization		
g.	Religious community/church group		
h.	Sporting association		
i.	Leisure or hobby group		
j.	Political party/association		
k.	Other		

57. Do you play an active role in your organization? (**if no, go to Q 60**)

b. Yes

b. No

58. How would you best describe your role in that organization? (tick more than one as appropriate)

		Please tick
a.	As an active member	
b.	As a committee member	
c.	As the leader or chairperson of the group	
d.	Other role..(please specify)	

59. If you are not a member of an association, or if you are not active in an association, could you please let us know the reasons (can tick more than one):

a	There are no associations	
b	I am not aware of any associations	
c	I do not like to get involved in associations	
d	I leave it up to my husband/partner to get involved in such things	
e	It is not a woman's place to get involved	
f	My husband/partner would not be in favour of me getting involved	
g	I think my employer would not be happy for me to be involved	
h	I am too busy with other activities	
i	Such organizations are not very effective in getting things done	
j	Other reason	(please specify)

60. What role if any do you think an association could play in improving your efficiency and effectiveness in meeting your contract obligations, business success or quality of life?

Production, Input in production decisions and autonomy in production, environmental situation

70. In your household who makes decisions about what crops to plant or agricultural activities to undertake for household consumption?

71. In your household who makes decisions about what crops to plant or agricultural activities to undertake for commercial sale?

If contract farming:

72. Does the CS company set targets?

- a. Yes
- b. No

73. Are you satisfied with the type of crop you produce for the CS company?

- a. Not satisfied
- b. Satisfied
- c. Very satisfied

74. If not, what would be better

75. Are you satisfied with the prices you receive for your product?

- a. Not satisfied
- b. Satisfied
- c. Very satisfied

76. If not, how do you think the situation could be improved?

77. Are you facing any environmental problems on your land? (E.g. In obtaining water? About erosion? About Soil fertility? About use of pesticides? Other?) Please specify

87. If you have insufficient access to credit, why not?

88. Could you describe any other challenges that you are facing with the CS Company or agent that we haven't covered?

89. Could you describe any other challenges that you are facing in your farming production that we haven't covered?

Thank you for taking the time to answer these questions.

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