



# GREEN INNOVATION CENTRE INDIA

## NEWSLETTER #5

OCT 2020

#GENDER EDITION



बागवानी मिशन  
Horticulture Mission  
Ministry of Agriculture & Farmer's Welfare  
Government of India



National Centre for Cold-chain Development

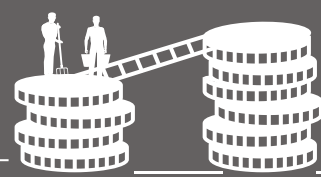


DEUTSCHE ZUSAMMENARBEIT

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# SOME OF OUR GOALS



Boost the productivity & income of 111,300

## SMALL-SCALE FARMING HOUSEHOLDS

by 30% through training on

## SUSTAINABLE INNOVATIONS

in agriculture



Create

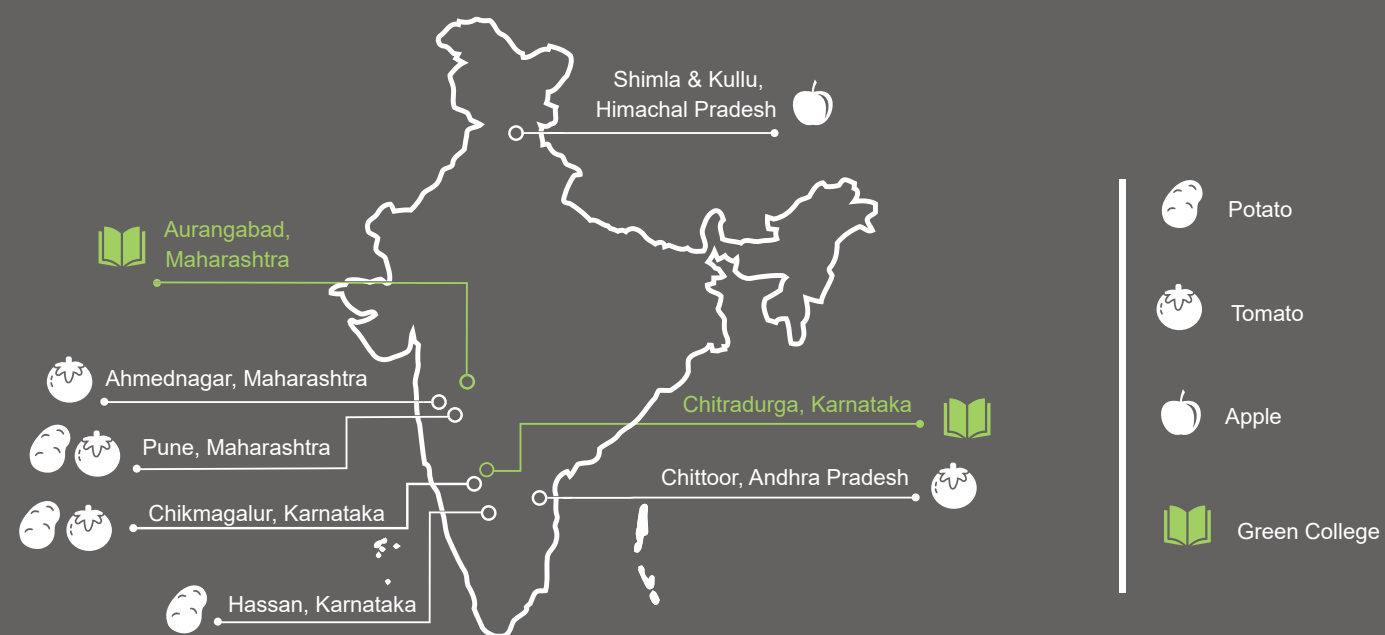
## NEW JOBS

for eco-preneurs, especially for

## YOUTH AND WOMEN

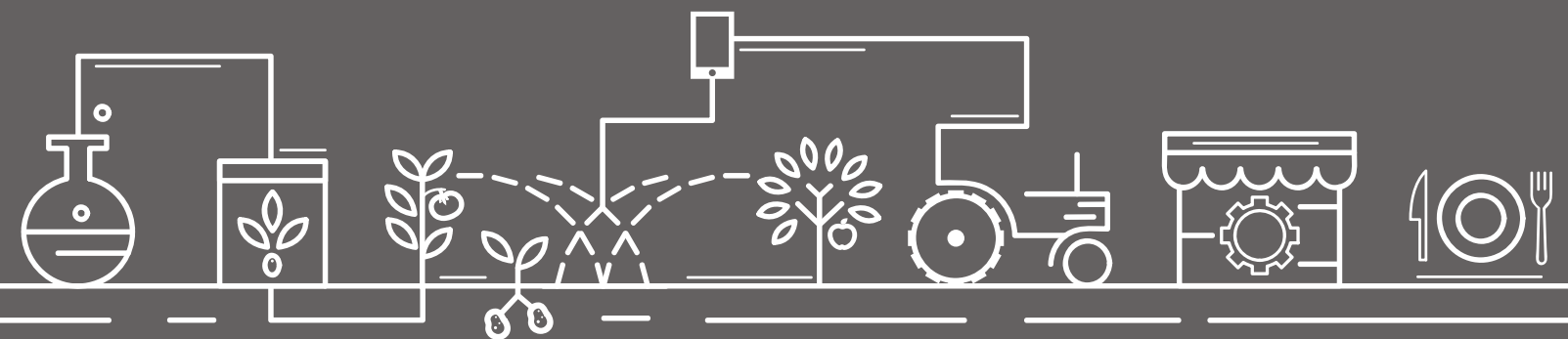
and boost up and downstream enterprises

# OUR PRESENCE



# OUR APPROACH

We disseminate innovations along all steps of three value chains: potato, tomato & apple



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## EDITORIAL

Dear reader,

Welcome to the fifth Green Innovation Centre India Newsletter!

In this edition, we would like to take the *International Day of Rural Women*, celebrated on 15th October, as an occasion to highlight the significant contribution of women to agriculture and sustainable development within our project, in India and throughout the world.

Achieving gender equality is a fundamental human right and strong priority in projects of international cooperation, yet it remains a distant goal to date. Many women still lack access to resources, rights, and land. The COVID-19 pandemic further disproportionately challenges rural women and their livelihoods including economic fallouts, lacking social protection and increased exposure to domestic violence. Leaving no one behind requires closing the gender gap and empowering rural women to live a self-determined life.

The Green Innovation Centre India recognises and fosters the tremendous potential of women in agriculture to ensure food and nutrition security and contribute to sustainable rural development. Such as Krishna Radha, the winner of this year's *Game Changers – Women in Agriculture* award, which was established by the German Federal Ministry for Economic Cooperation and Development (BMZ). Krishna's work as president of *M-tomato federation*, a farmer producer company, in which she represents over 7,000 shareholders including almost 3,000 women farmers, has inspired the jury and we are proud to have her as part of our Green Innovation Centre project. Congratulations Krishna!

As a project, we are more committed than ever to continue working on empowering rural women, ensuring equal participation for all, and improving rural livelihoods.

Enjoy the read,

Dear reader,

Women form the backbone of agriculture in India and contribute to almost 80% of the farm labour, but their work goes largely unacknowledged. The problem is reflected in lacking recognition of the female agricultural worker, and the resultant exclusion from land rights, institutional credit, pension, irrigation sources, and many more gender-specific obstacles.

Recognising the root of the problem, Welthungerhilfe and its local partner CSOs work in the most difficult geographies in India to break the shackles that have bound women for centuries. Access to, and control over natural resources – water, land, and forests – is the first and basic step towards food and livelihood security. Through its programmes, Welthungerhilfe seeks to ensure land for the landless, particularly women, through access to rights under the Forest Rights Act and other entitlements. Access to water, which is vital to agriculture, is another critical resource. In India, water has been used as a tool to perpetrate crimes against women, especially those from vulnerable castes, over centuries. Our programmes have brought women to the forefront of water issues in villages, where they work on the ground while influencing policies at the higher level. The Jal Sahelis (friends of water) organise water conservation campaigns, deal with water issues such as the demarcation of water bodies, non-functioning water supply, planning of village water resources, working with Gram Panchayats, and solving water conflict issues.

Building skills of women on sustainable agriculture and allied trades such as bio-input production, food processing, organic and ecological foods through the Green Colleges has promoted 'ecopreneurship' amongst young women, giving them new aspirations. In states like Madhya Pradesh and Jharkhand, women food champions have improved household food and nutrition practices through intensive experiential learning pedagogies and participatory exercises. Undernutrition figures in these areas have shown a remarkable improvement under the leadership of the food champions.



Gerrit Qualitz  
Project Director  
Green Innovation Centres for the Agriculture and Food Sector  
India



Nivedita Varshneya  
Country Director India & Bangladesh  
Welthungerhilfe

## DID YOU KNOW?



Empowering and investing in **RURAL WOMEN** significantly improves agricultural productivity and rural livelihoods. If the world's women farmers had the same access to resources as men, **150 million** people could be lifted out of poverty.



With the increase in urban migration by men, rural areas in India experience a **"FEMINISATION"**. More and more women are becoming multitaskers: farmers, entrepreneurs, and labourers.

Women constitute about **75%** of the total labour force in **potato** cultivation in India.



**KALPANA CHAWLA**

became the first Indian woman in space in 1997.

Women are involved in most of the production steps along the value chains, particularly **harvesting and weeding**, apart from input purchases and sales that are mostly only done by men.

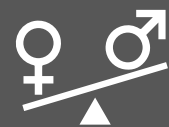


**85%** of rural women in India are engaged in agriculture, yet only about **13%** own land.



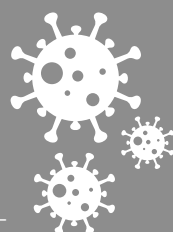
India has ranked **112th** among 153 countries in the annual Global Gender Gap Index for 2020. This indicates a

**high degree of inequality** between women and men in India.



The impacts of crises are never gender neutral, and COVID-19 is no exception. According to a new study by UN Women and UNDP, by 2021 around

**435 million** women and girls will be living on **less than \$1.90 a day** – including an additional of 47 million globally pushed into poverty as a result of COVID-19.

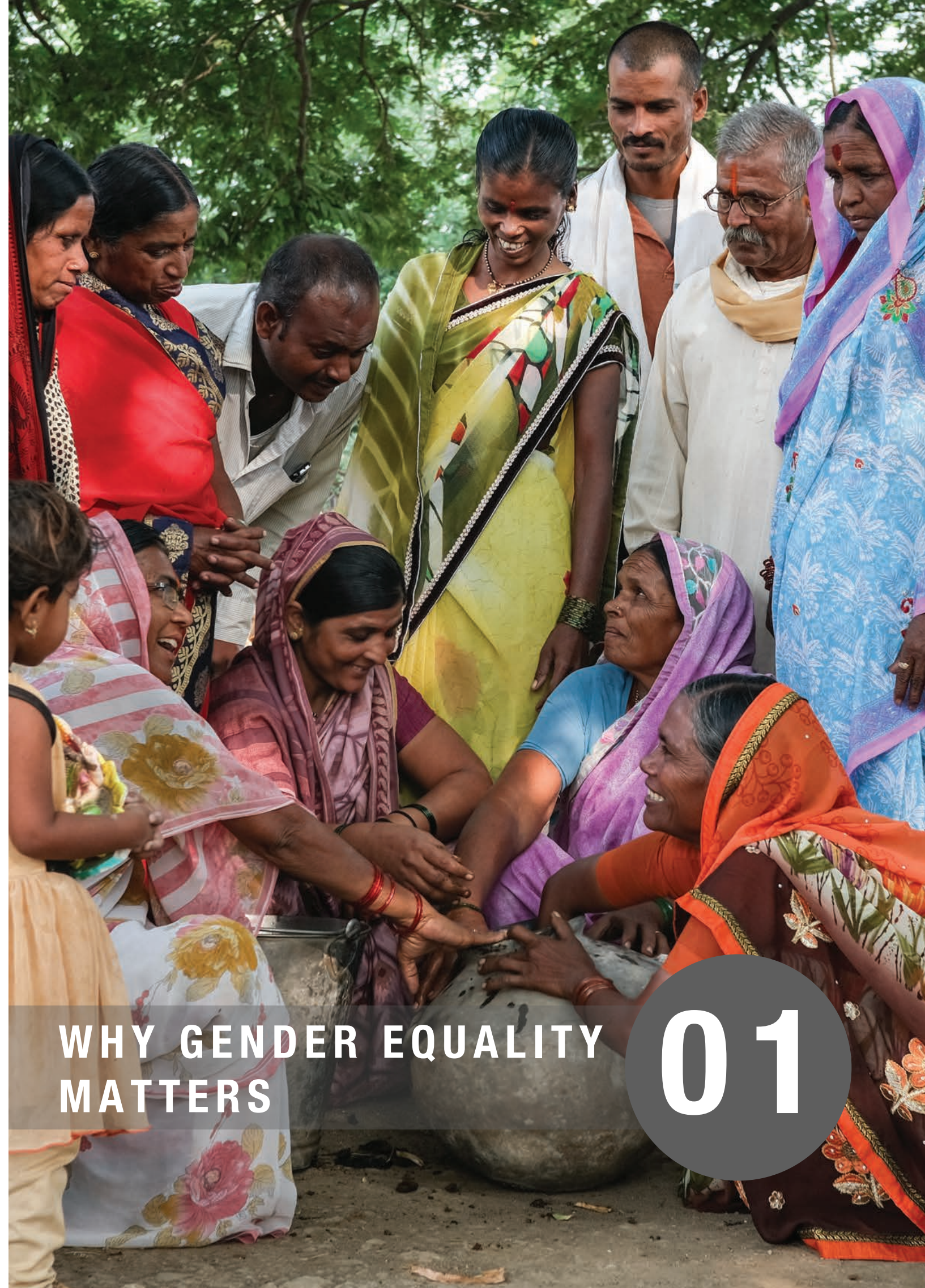


Are you interested in learning about the success story of a true women game changer in Indian agriculture? **Then meet Krishna Radha on page 14!**



**WHY GENDER EQUALITY MATTERS**

**01**



# GENDER EQUALITY...

## ...at GIZ and every development front

For GIZ India, gender equality is an important cross-cutting issue and an important quality aspect of our work. There are certain 'non-negotiables' that define gender mainstreaming processes for programmes and projects such as ensuring gender-disaggregated data, gender-sensitive communication and gender-sensitive monitoring. Equality for all means leaving no one behind – regardless of their gender, sexual orientation, age or other identities. Working towards gender equality within a diverse country such as India is considerably challenging given the challenging patriarchal context.



### An interview with GIZ India's gender focal point Scherazade Siganporia

Scherazade Siganporia works with the Portfolio Management Team of the GIZ India Country Office and is the Gender Focal point for GIZ India.

#### Dear Scherazade, would you say gender is a topic of priority for GIZ?

Absolutely! "Equal rights, equal duties, equal opportunities and equal power for women and men" is one of the basic principles of German development policy. Promoting gender equality is not only a cross-cutting issue but also a quality aspect of our work which touches all areas of German development cooperation. Gender impacts and activities are recognised both at a corporate level and at the country level. The newly relaunched GIZ Gender Strategy "Gender reloaded: Vision needs Attribute – Attribute meets Action" serves as a guiding framework for our work related to gender.

#### What does "Gender" mean? Is it only about women?

It cannot be, isn't it! Gender equality is never only about one particular identity or a specific gender-based role. However, there is data to prove that certain genders do face systemic discrimination, a lack of opportunities and are usually excluded from key decision making. Hence, in a patriarchal society, such as India, it is evident that we would focus a lot of attention on women, however even then, women are not a homogeneous group and all factors that impact the lives of communities would be taken into account.

#### What role do men play in the gender discussion? Is there a need to include them more?

Of course, we need to work with men, because gender equality cannot be achieved with a focus of only one of the sexes. Often, men or even others may have the impression that gender issues are women issues only and therefore women need to 'fix it'. Within GIZ's Gender Strategy, the involvement of men is seen as crucial for any kind of equality to be achieved. The patriarchal structures need to be broken down bit by bit and this can only be achieved through joint efforts.

Scan the QR code to read more about the GIZ Gender Strategy "Gender reloaded: Vision needs Attribute – Attribute meets Action"



#### How does GIZ deal with the inclusion of women on the programme level?

From a programmatic perspective, there is a mechanism which ensures that gender-sensitive planning takes place right at the beginning of the project. As of now, we have one of the strongest management systems that GIZ has developed over the past two years, called 'Safeguards+ Gender Management System'. As it ensures that all planning processes look at safeguarding the projects in certain core areas, it has been also a strategic entry point for gender-related issues to be considered during the planning process itself. Although the emphasis is almost always placed on 'women empowerment', the approach is necessary and justified given the existing vulnerability, lack of access to resources and the existing and systemic social and cultural discrimination that women face in India.

#### What is GIZ's take on gender beyond the binary of only female and male?

The GIZ Gender Strategy considers an inclusive diverse manner when it comes to gender. Even within the entire gender-discourse related specifically only to women – women themselves are not a homogenous group. Beyond, it is important to broaden our definitions and understanding of the impact of our services and could be enriched towards gender equality for diverse vulnerable communities. Why not raise that flag even further and look at the various identities of people, such as LGBTQ\*? Equality for all means that we leave no one behind – regardless of their gender, sexual orientation, or even other identities such as age or disability.

#### Considering COVID-19, how do you encounter the gendered impacts of such a pandemic?

The pandemic highlights and deepens pre-existing inequalities, exposing the vulnerabilities in social, political, economic and safety-based systems. Across every sphere, from health to the economic security to social protections, the impacts of COVID-19 are exacerbated for women and girls simply by virtue of their sex. For GIZ as a company and at the country level, the gender officers immediately sprang into action. We immediately realised that the pandemic would not be gender-neutral. Hence, GIZ initiated immediate steps to ensure that gender-disaggregated data was being collected and monitored. Furthermore, gender-based rapid assessments were conducted to examine how gender roles would be impacted.

## ...in agriculture and in the Green Innovation Centres

Due to cultural values and institutional regulations, women are often disadvantaged in comparison to men – this is reflected in the agricultural sector. Supported by the Green Innovation Centres, women farmers get access to training and jobs and hence a higher income, so that they become more autonomous and self-determined farmers and entrepreneurs.

Women represent 40% of the workforce in agriculture worldwide, either as wage labourers or entrepreneurs. However, they not only engage in agricultural activities, but they also manage households, look after children, bear the responsibility for preparing food and play a key role in ensuring food and nutrition security.

Although many women engage in agricultural activities, their contribution is often overlooked. For example, many deep-rooted cultural values and social norms give rise to the perception that men's work is more valuable than women's. Women are often disadvantaged by laws, politics, and regulations. Due to these factors, women have less access to resources and goods and consequently have less control over them. For example, they do not receive equal treatment when it comes to inheriting land. Consequently, their living conditions are often more challenging than those of men, and their opportunities to participate in effective decision-making processes are reduced – so it is not surprising that only 3-6% of female smallholders are registered as landowners, while male smallholders possess between 5-19% of land worldwide. We often tend to focus more on negative than positive aspects, and we forget to emphasise the opportunities that can arise from the positive aspects. We should also focus on supporting role models, although much remains to be done in terms of framework conditions. A group that includes so many individuals cannot be overlooked. The Green Innovation Centres reach out to women at different levels.

In the last six years, we have trained around 430,000 female smallholders in 16 partner countries, covering diverse topics such as good agricultural practices, the production of parboiled rice and climate-smart innovations. We have strengthened the social outlook for 14,200 women who work as managers or employees in upstream and downstream enterprises and 300 female decision makers. Thanks to these activities, the Green Innovation Centres have contributed to the creation of 2,400 new jobs for women and hence to the generation of more income. The global programme also contributes to the empowerment of women by providing access to resources, education and employment. Our results and data are telling us that we are reaching women in our partner countries – and benefiting them to a great extent. However, the empowerment of women requires the development of strategies and measures to increase the degree of female autonomy and self-determination – and this will also make women capable of defending their interests in a self-confident way.

The Green Innovation Centres are trying to meet these challenges by strengthening and implementing gender transformative approaches. We are setting up projects in 'male-dominated' fields of work such as mechanisation. In India, we will support around 400 female entrepreneurs in establishing their own business, which will lead to bringing more women into paid labour. We will be testing the *Gender Action and Learning System* (GALS) in Burkina Faso, which is a community-led household methodology that aims to give women and men more control over their personal, household, community and organisational development. We hope that we can contribute to changing the perception and working conditions of women in agriculture by entering more into the 'male domains', creating more women role models and integrating more men and communities into gender projects.



Wendy Zavala Escobar is a Green Innovation Centre project manager for India, Mozambique and Ghana in Bonn. She is also the Gender Focal point of the GIZ department on agriculture and rural development.

## ...in the Green Innovation Centre India

### Since the implementation of the project

27,686 trained women farmers



### Themes of training

- Reducing cost of cultivation
- Increasing the productivity
- Farmer Field Schools
- Collective procurement
- Marketing

Out of total of 2,989 trained managers of the supported up and downstream enterprises



### Topics trained

- Nursery
- Cold storage management
- Organic farming
- Food processing
- Integrated farming

1201 jobs created



43% women



56% young people



# INNOVATIONS

# 02

## A PLATFORM FOR WOMEN-LED BUSINESSES

### Exclusive women farmer groups in Andhra Pradesh

How can exclusive women farmer groups provide a special forum that addresses the needs of women farmers? In Andhra Pradesh, the local partner NGO of the project, Mahila Abhivruddhi Society, Andhra Pradesh (APMAS), is working with these groups and demonstrates great achievements.

Exclusive women Farmer Producer Organisations (FPOs) are the solution to one of the major issues faced by women farmers: the lack of platforms to voice their views and take up joint initiatives. Women farmers get together, learn, and start agricultural business activities. A major advantage of the groups is that they are registered under the *Andhra Pradesh Mutually Aided Cooperative Societies Act*, which regulates the formation and working of cooperative societies and gives them the possibility to act as an accountable, competitive and self-reliant business enterprise.

The initial steps of forming the groups and to gather on a regular basis for the monthly meetings were challenging: the women faced resistance from their families and neighbours, saying women would not be able to manage institutions. However, over the past two years, the women were able to prove their assumptions wrong.

So far, three exclusive women FPOs (one sub-district level FPO and two village-level FPOs) are being promoted. What all these organisations have in common is their strong group dynamics that mainly contributed to the success of the groups. Since their formation, they have managed to successfully take up multiple business activities.



**Dharani GRS**

- Collective procurement of inputs (e.g. cattle feed and fertilisers)
- Promotion of organic farming techniques (e.g. preparation and usage of bio-fertilisers and organic manures)

Date of registration **October 2017**

No. of members **172**

Turnover (INR) till August 2020\* **3,282,305**

**Ponnutipalem GRS**

Collective procurement of inputs (e.g. cattle feed and fertilisers)

Date of registration **March 2019**

No. of members **135**

Turnover (INR) till August 2020\* **690,044**

**Kurabalakota FPO**

- Collective marketing of fruits and vegetables
- Collective procurement of inputs (e.g. cattle feed and fertilisers)
- Promotion of demonstration plots for best practices in cultivation

Date of registration **June 2019**

No. of members **380**

Turnover (INR) till August 2020\* **1,243,154**

\* The average turnover of village level FPOs promoted under the project in Madanapalle, Andhra Pradesh is INR 2,400,000 (based on the cumulative turnover till March 2020).

## WOMEN IN LEADERSHIP

### When inclusion is turned into decision-making power

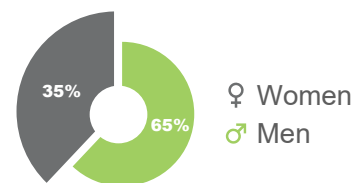
With guidelines on gender mainstreaming and the adherence to so-called 'non-negotiables', women farmers in Andhra Pradesh are being supported to actively participate in the local Farmer Producer Organisations (FPOs) and especially to join the board of directors to be involved in the decision and planning processes.

Most often, women farmers in India do not hold the power to make decisions that influence their lives. To ensure that women farmers have the deserved recognition, information, and the potential to make decisions, they must hold positions of power at every level in society. However, this change can only be achieved through systematic approach in which women gain empowerment.

In collaboration with its local implementing partner APMAS, the Green Innovation Centre India ensures that women are represented adequately in farmer institutions, which are promoted by the project such as FPOs. It is not only important to have women farmers as members of these cooperatives but also to have them in leadership positions such as in the FPO board of directors. For this, the staff of the FPOs is trained on gender issues and the importance of gender mainstreaming. These guidelines provide important 'non-negotiables' such as the minimum percentage of female members in farmer groups.

In addition to the numerical representation of women in the FPOs and leadership positions, women are supported in terms of capacity building to grow as visionary leaders. Initially, the participation of women in the activities of the Board of Directors was limited. For male farmers to understand women's triple burden of work, housekeeping, and child education, they are also included in the gender analysis workshops. With continuous training, encouragement and handholding, improvements to the role of women in FPOs were realised.

Gender distribution in the board of FPOs promoted under the Green Innovation Centre India project in Andhra Pradesh



## JOINT FORCES IN MECHANISATION

### Women Mechanised Agro Service Provider Cooperative, Nigeria

Women and mechanisation – does not match? In the Green Innovation Centres, it does! Establishing a mechanisation services provider cooperative run by women, our sister project in Nigeria shows how these businesses can create jobs and lead to sustainable business relationships.

"We are a small cooperative with 19 female members. We did not know each other before starting the cooperative. But we came together and organised ourselves to start working as a cooperative providing different farm mechanisation services", explains Esther Obadiah, secretary of the Women Mechanised Agro Service Provider Cooperative.

A jointly conducted study by the Green Innovation Centre Nigeria and the Competitive African Rice Initiative programme revealed the need for community-based micro, small and medium-sized enterprises as providers of mechanisation services to smallholder farmers in rural Nigeria. The project identified 20 female entrepreneurs to participate in the training for small and medium-sized enterprises and coaching (SME) loop for start-up entrepreneurs within the rice value chain of Nasarawa state. Of these, 19 women entrepreneurs provide different types of mechanised services ranging from the provision of tractors, spraying services, milling, packaging, and rice parboiling. The result of the training: the Mechanised Agro Service Providers' Cooperative – founded by Ms Obadiah in November 2019.

The group was assisted to develop distribution arrangements with Value Seeds Ltd., a Nigerian agro-inputs company, through micro-loans from the Nigerian Bank of Agriculture for equipment purchases and operations. The individual business plans of the women were submitted as part of the cooperative profile. Enjoying a good reputation, the group was able to establish partnership arrangements with the Tractor Owners & Hiring Facilities Association of Nigeria, particularly for those entrepreneurs involved in tractor hiring services.



## OF MACHINERY AND (WO)MEN

### Participatory technology development in the potato value chain

**The challenge:** The development of most agricultural machinery takes male as a norm and women are often not included in the decision-making. Consequently, women farmers bear a disproportionate labour and time burden.

**The solution:** Include women in the development, testing and modification of machinery to increase agricultural productivity and yields.

Agricultural machinery saves both time and labour for farmers. However, women's needs are often ignored and undervalued in the development of mechanisation equipment due to the common perception of a farmer being a man. Adjusting machinery to make it suitable for women farmers according to their body size, physical strength and user experience is necessary to overcome discrimination and enable higher production rates.

Therefore, the Green Innovation Centre India has developed adopted machinery, namely the potato planter and the potato digger used for potato production, in collaboration with the Indian manufacturer Rohit Krishi Industries Pvt. Ltd. In Participatory Technology Development (PTD) trials, the machines have been tested and modified involving both women and men farmers. Demonstrations and first-hand experiences with innovations offered in PTD are an integral part of the training offered to farmer study groups. With the feedback of women farmers, several adjustments have been made.

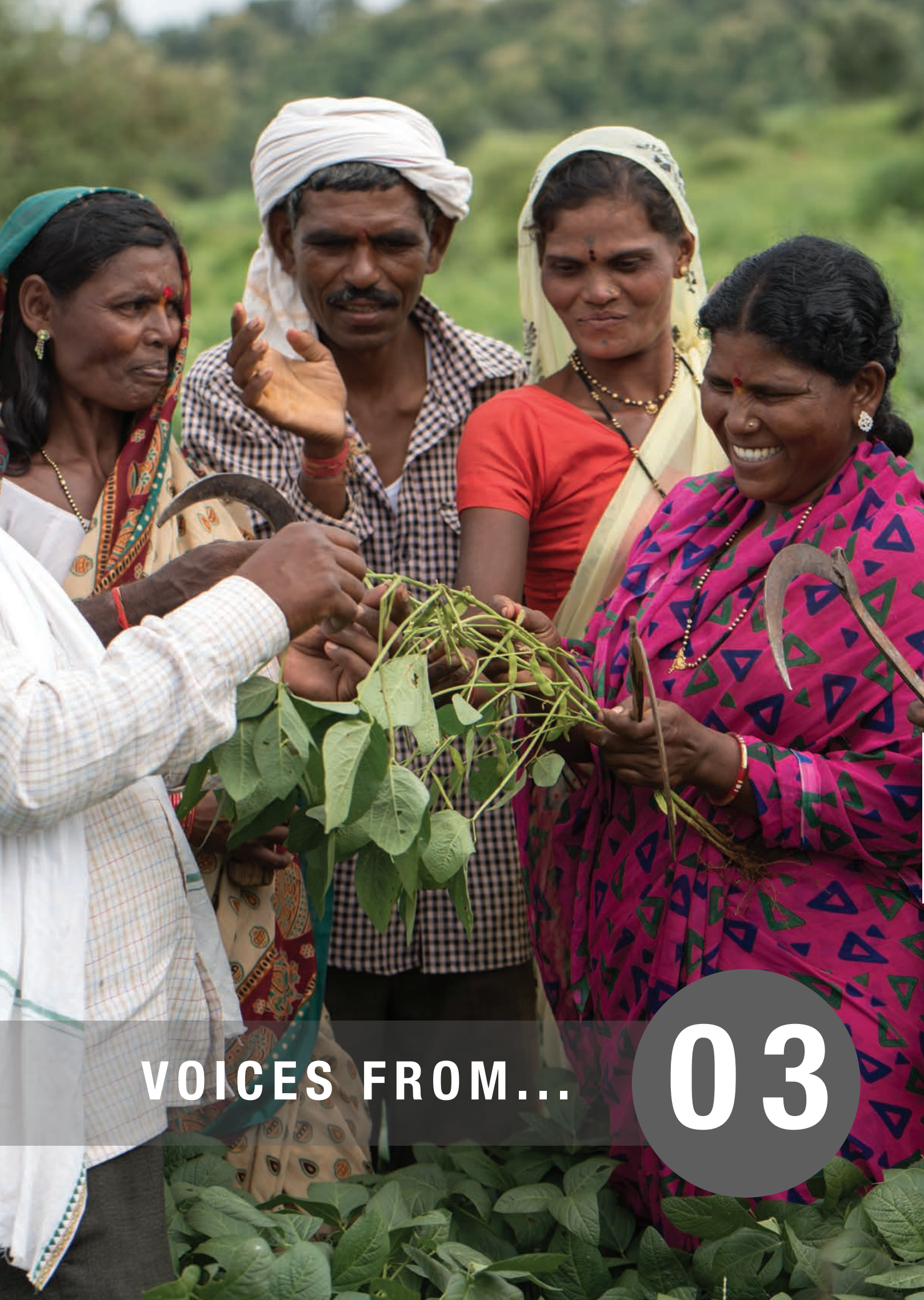


Both, the potato planter and digger can be attached to a Kubota tractor. The semi-automatic planter is adapted to characteristics of small-scale plots, creating higher ridges to improve the water drainage leading to less weeding and susceptibility of seeds to disease and damages. Women farmers brought up issues on safety and comfort, as they are the ones spending hours planting the seeds. The footrest design of the planter has been changed to avoid slippage. In addition, safety belts, armrests and comfortable seats have been installed. The seed index cups, which regulate the distribution of potatoes during the planting, have been updated from 7 to 12 compartments to make the process more convenient and to avoid gaps in sowing.

The harvesting of potatoes is done by running the potato digger over the ridges to pull out the potatoes. In combination with deeper ploughing, power harrowing, and uniform spacing of the seeds, yields and quality of potatoes increase significantly. Furthermore, as women are mainly involved in reaping, they have observed that under wet conditions or on fields with stones and soil clumps, the potatoes are not being properly separated by the potato digger. This makes the harvesting process tedious and slow. It has been tested that on light soils the potato digger can side-drop the potatoes in the furrow, on heavier soils they are preferably dropped immediately behind the harvester on the old ridge. Like this, the potatoes are dug out neatly in a row and can be comfortably harvested.

Including women farmers in decision-making regarding the development of machinery closes the gender gap in agriculture and significantly contributes to increased food production.



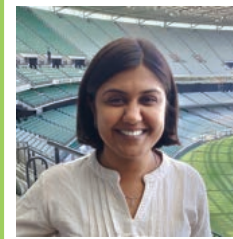


VOICES FROM...

03

## UNLOCKING WOMEN'S POTENTIAL TO DRIVE RURAL TRANSFORMATION

Guest contribution by Devi Murthy, founder of Kamal Kisan



Devi Murthy has a Bachelor degree in Engineering from Drexel University, USA and a Masters in Entrepreneurship from IIM, Bangalore. With over a decade of experience in product development and manufacturing, she has long been asserting herself as a social innovator and entrepreneur. As the founder of Kamal Kisan, an Indian manufacturer of farm equipment specially targeted towards small farm owners, she contributes to the empowerment of rural women.



My name is Devi Murthy – and I am an innovator. I like to understand problem statements in a holistic approach capturing users' challenges and needs. Despite India being the third-largest manufacturer of tractors in the world, only 2% of India's 108 million smallholder farmers use machinery (Mo A&FW, 2018; FICCI, PwC, 2019). The fact that many farmers live below the poverty line due to high labour costs and low productivity, made me think of ways how I could contribute to improve their livelihoods. In 2013, I founded my own company, Kamal Kisan, to develop mechanisation solutions for India's smallholder and marginal farmers. Our mission is to help farmers save on labour costs with smartly designed and affordable equipment, which can cut their input cost by half.

Over the past six years, I have developed ten commercially successful tools, impacting more than 20,000 farmers across southern India and delivering over EUR 1,000,000 in cost savings to the farming community. One example of a successful women farmers is Mrs Priya Devi from a remote tribal region in central India. She told me: "Before I got married, I had a minimal vision on the role of women in farming and general economic activities. My husband encouraged me to start learning about agriculture, so I enrolled in a training from the Collectives for Integrated Livelihood Initiatives (CINI) and started cultivating tomatoes, watermelons and cabbage."

Priya Devi became a member of a women-only Farmer Producer Company (FPC). Kamal Kisan partnered with CINI to set up rental centres across these FPCs to help women access equipment and machinery. In the past, Priya Devi used to make the beds manually, a very time-consuming, laborious, and expensive work that took her over 15 days and ten labourers to finish the task. Now, she can rent the *Raised Bed Maker* – a tractor driven implement which aids in creating raised beds for all varieties of horticulture crops – for EUR 0.50 per hour and completes the job in less than eight hours while benefitting from improved germination and water management. She generated an income of about EUR 9,000 from her last harvest of watermelons. Overall, more than 100 farmers from seven villages surrounding the FPC are renting the *Raised Bed Maker*, these farmers are gaining the benefit of mechanisation without the burden of capital expense and in the meantime creating a revenue stream of over EUR 100 per annum for the FPC.

Priya Devi showed me her modern cultivation practices including raised bed making, solar-powered drip irrigation or plastic mulching: "I started small because I didn't know anything about agriculture, but it felt good to become independent. Looking at our success, other farmers in my village have also taken up high-tech horticulture cultivation. I am very proud of setting a good example."

Priya Devi and I, have been lucky, our perseverance and hard work were fruitful because we had access to skill and training. India's rural women deserve training, infrastructure, access to markets, and financial support to unlock their potential. This is the kind of reinforcement we at Kamal Kisan need to do more of to support rural women. And this is my invitation to the GIZ community to join us in this mission to empower women for long-term and sustainable rural transformation.





# NEW MODELS FOR EMPOWERING RURAL WOMEN

## How the Access Livelihoods Group is empowering marginalised communities in India

Development organisations, governments and academia have all equally contributed to a constricted model of empowerment. The Indian group of social enterprises, Access Livelihoods Group (AL Group), looks beyond the limited definition of empowerment and helps to foster real and sustained change through initiatives including the establishment of producer organisations and innovative programmes.

A guest contribution by Dhanraj B, Access Livelihoods Group

### Barriers to women empowerment

The current model of women empowerment is limited by the views and understanding of people who are involved in development organisations, government agencies and academia. These effects are exhibited in existing programmes that apply a limited scope: the focus is only set on specific outputs like the number of training programmes without taking local circumstances into account. AL Group is a consortium of six social enterprises that was founded in Hyderabad in 2005. To overcome these barriers, the group works with different programmes having rural women engaged in primary sectors at their heart.



In collaboration with the GIZ project *Her & Now*, the Green Innovation Centre India is currently realising a programme on women entrepreneurship. The nine-month incubation programme which will be implemented by the AL group is designed to open the possibility for micro-entrepreneurship as a practical option for women from rural geographies. Focusing on women-led enterprises will result in improved socio-economic growth in the rural sector.

### The seven pillars of AL Group's approach

#### Integrated service models

Inefficiencies in the common idea of empowerment can be attributed to the work of development programmes being in silos. AL Group's integrated approach includes training, incubation marketing and finance through different academic, marketing, and finance entities.

#### Collective model

AL Group works with 54 Women Farmer Producer Companies (WFPCs) which provide a collective voice and a strong support system. The WFPCs also support smaller enterprise as part of the *Embedded Enterprise Model*, as part of which we have 430 participants who have undergone various pre-incubation programmes.

#### Self-transformation

All training and skilling programmes by AL Group have Self-transformation modules that help participants develop the required mindset for being entrepreneurial.

#### Continuous support

Long-term structural change requires continuous structured support and handholding until grassroots organisations can sustain themselves. AL Group supports FPCs in planning, strategy, and linkages for a 6 to 8-year period.

#### Significant investment

To create a lasting impact on livelihoods, significant investments are required. AL Group commits to long-term change by funding the *Women Entrepreneurship Programme* with INR 75,000 (EUR 870) per person, which is 20 to 30 times more than the average government programme.

#### Action orientation

While restricted by the lack of formal education, many communities have a greater aptitude towards learning through practice. So, our learning programmes have 75% of their time dedicated to practicums where participants work with enterprises.

#### Ownership

Every member of the WFPCs is a shareholders. 17,100 women farmers are owners of the WFPCs we currently work with.



ROLE MODELS  
IN AGRICULTURE

04

## KRISHNA RADHA: FARMER – ENTREPRENEUR – LEADER

48 applications from African and Asian countries – 7 outstanding champions – and one *Game Changers – Women in Agriculture* award winner from the Green Innovation Centre India

She is a woman who perseveres against all odds: With assertiveness and never-ending optimism she has made it to the top of a large tomato producer company in the South of India. We are delighted to introduce you to the *Game Changers - Women in Agriculture* award winner Krishna Radha.

Krishna Radha represents 7,223 shareholders including 2,702 women farmers as the president of the *M-Tomato Producer Company*, a federation of nine Farmer Producer Organisations (FPOs).

“ We have a vision that M-Tomato will provide all necessary services to FPO members by aggregating their demands. M-Tomato will deal with all major input suppliers and manufacturers, market tomato, and other crops, and set up a primary and secondary processing centre.

### A living example of female leadership

Krishna Radha has succeeded in motivating and inspiring fellow women farmers to move beyond their conventional role and take a lead in value chain related activities. Her involvement and participation in FPO activities, especially in collective procurement and marketing of inputs and agricultural produce, resulted in many women farmers coming forward to actively participate in various activities of FPOs. Seeing Krishna Radha's inclusive leadership encouraged many women farmers to join her women farmers' cooperative *Dharani GRS* and to pursue higher functions such as negotiating with service providers, market players and marketing of produce. Her negotiation and presentation skills provided her a rare opportunity to participate in the Inter-Ministerial Approval Committee meeting of the *Operation Greens* project for the development of tomato, potato, and onion value chains in New Delhi organised in February 2019.

### A true game changer for women in the agriculture sector

Krishna Radha demonstrates the potential of women to participate in higher-order value chain activities in agriculture. This social capital needs to be mobilised and strengthened to address stereotyped gender roles in agricultural value chains and in the personal lives of womenfolk. Personal and cultural limitations have never stopped Krishna Radha to achieve her ambitions. Despite personal, social and cultural constraints, she has become a successful leader and role model for women in her region – through persistence, determination, and hard work.

“ With the prize money, I will participate in trainings on communication, management information systems, and the use of technology in value chains in order to strengthen my management skills and expand my expertise on expanding market linkages for M-Tomato.



## GAME CHANGERS – WOMEN IN AGRICULTURE AWARD

How women are revolutionising agriculture worldwide

We are proud to introduce you to three other powerful and inspiring *Game Changers – Women in Agriculture* award winners. These farmers and entrepreneurs have substantially reduced tomato wastage in Benin, transformed the cashew sector in Togo, or provided training for rice parboiling to numerous other women farmers in Ghana.

### Benin



**Modukpe Euphrasie Dassoundo Assogba** established a business which processes tomatoes into pulp and powder products. Her enterprise *Agro Express* is located in Kpomassè, about two hours west of Cotonou. In her region, she noted that very large quantities of tomatoes were left to waste during the harvesting season: as the high supply of tomatoes reduced the price, harvesting the farm produce was unprofitable which left many producers without margins and markets for their yield. The transformation helps to preserve the products, making them available all year round at a stable price, thus guaranteeing the producers better and more sustainable sales. Ms Modukpe has been specifically selected for her great determination and leadership in the development of her business, proving that women are successful entrepreneurs and motivating other women to get involved in technical and entrepreneurial jobs. Overall, her business has created around 150 jobs and is able to process one ton of tomatoes per day with modern technical equipment.

### Togo

**Pyalo Sebou**, called Juliette, is the first woman to create an advanced factory for the small-scale processing of raw cashew nuts in Kara in northern Togo. Born in 1987, Juliette, has an education in management which is beneficial in the running of her company. Learning from her mother's experience, she has been able to establish herself successfully in the cashew value chain. She has implemented a simple and adapted method of shelling and packaging cashew nuts with recycled bottles. Being supported by students, she ensures the distribution and sales of these shelling and packing machines through a local shop in Kara and supermarkets in Togo's capital city Lomé. With her experience and expertise, Juliette has developed a leadership style based on sharing her know-how. After a Master Trainer's degree in cashew nut production and processing supported by the Green Innovation Centre Togo, unique business model including the transfer of processing technology through training and women multipliers as well as the recycling of nut shell waste into fuel.



### Ghana



**Janet Adade** is a 46-year old agrarian entrepreneur working as a farmer in cocoa and rice production. She is the founder of *MADOWOFA*, an all-female group that champions rice parboiling within Hohoe and other districts in the Oti region of Eastern Ghana. Being actively involved in the aggregation, processing, and marketing of locally produced rice, she organises and provides training to other women working along the rice value chain in the region. Janet Adade trained more than 1,000 women which attracted agencies like OCP Africa, a fertiliser company. The enterprise supports her in reaching more women farmers active in the fields of mechanisation to spread Good Agricultural Practices. Her commitment to the empowerment of women as well as her active participation in training and exposure trips with the Green Innovation Centre Ghana and the German Rural Women Association Ghana, reward her as a game changer women.



In the framework of the special initiative “ONE WORLD – No Hunger”, the German Federal Ministry for Economic Cooperation and Development (BMZ) has initiated the *Game Changers – Women in Agriculture* award. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH has been commissioned by BMZ with the implementation and coordination of the initiative. The jury was looking for women with innovative ideas and outstanding commitment to sustainable agriculture and rural development. The seven winners receive a sponsorship for further education and training measures worth EUR 1,500.

# FACES OF GREEN INNOVATION CENTRE INDIA



## Jaganmohan Reddy D

AMPAS (Mahila Abhivruddhi Society, Andhra Pradesh)  
Tomato Value Chain Specialist

*'Working as a tomato value chain specialist with more than 10,000 farmers for over five years has been a satisfying journey in the Green Innovation Centre project so far. Exposure visits to Germany helped me understand the dual vocational education in agriculture. Additionally, the Green Innovation Centres regional conference in Benin in 2018 gave me the opportunity to understand the value chain approach by GIZ to address sustainable agriculture, climate change, soil health management, food processing, and marketing.'*

## Evelyn Vasantha Daniel

IIRD Green College, supported by Welthungerhilfe  
President



*'IIRD has adopted the philosophy of "People's Education and Action for Community Empowerment" (PEACE), and the Green Innovation Centre project is supportive of our PEACE philosophy. IIRD is working towards the extension, promotion, and certification of organic farming and its local marketing of organic farm produce. We are working in organic farming with small and marginal women farmers and village youth, small scale agro-processing and marketing women-led farmers producer companies, as well as organic link outlets and organic bazars in the city of Aurangabad, Maharashtra state.'*

## Dr Shashkala S G

Green Innovation Centre, ETC Consultants India Pvt Ltd  
Monitoring and Evaluation Expert



*'With a PhD in Communication and Journalism, I have been working in the developmental sector for 20 years, mainly in the areas of gender inclusiveness, ICT in agricultural communication, sustainable development and monitoring & evaluation. Women have to be considered as one of the main partners in the value chains and the focus needs to be on building their capacities and creating a community based institutional identity which enables women to equally take part in decision-making at both farm and household level. This not only helps in increasing farm production and income but also creates sustainable growth in the farming community.'*

## Dr Ariane Borgstedt

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH  
Head of global programme 'Green Innovation Centres for the Agricultural and Food Sector'



*'The Green Innovation Centres with their 16 country packages and a total budget of more than EUR 0.5 billion are a challenge in themselves but a positive one – the largest project within GIZ. When I was asked whether I would like to take over the leadership of the project, I was honoured that a woman would be leading such a project. Within our department (G500), half of the SEWoH projects are headed by women - especially the financially strongest are in women's hands. I pay special attention to gender aspects in the implementation and communication with our ministry in order to promote women in the different countries.'*

## Ram Nath

GIZ, Green Innovation Centre India, Himachal Pradesh  
Technical Expert on Apple Cultivation



*'It is a very good experience working with a well-reputed organisation like GIZ. All the team members are very much supportive and working together to obtain all the objectives of the organisation. In Himachal Pradesh, apple is the main crop and plays a great role in the economy of the state; it accounts for 40% of the total apple production in India and approximately 150,000 families are associated with it. The most interesting thing I have experienced so far is to identify the key problems of the apple farming community in the state and to jointly work on common solutions. Through the implementation of locally suitable scientific interventions and the development of successful models, we are working towards a competitive and sustainable apple sector in the North of India.'*



