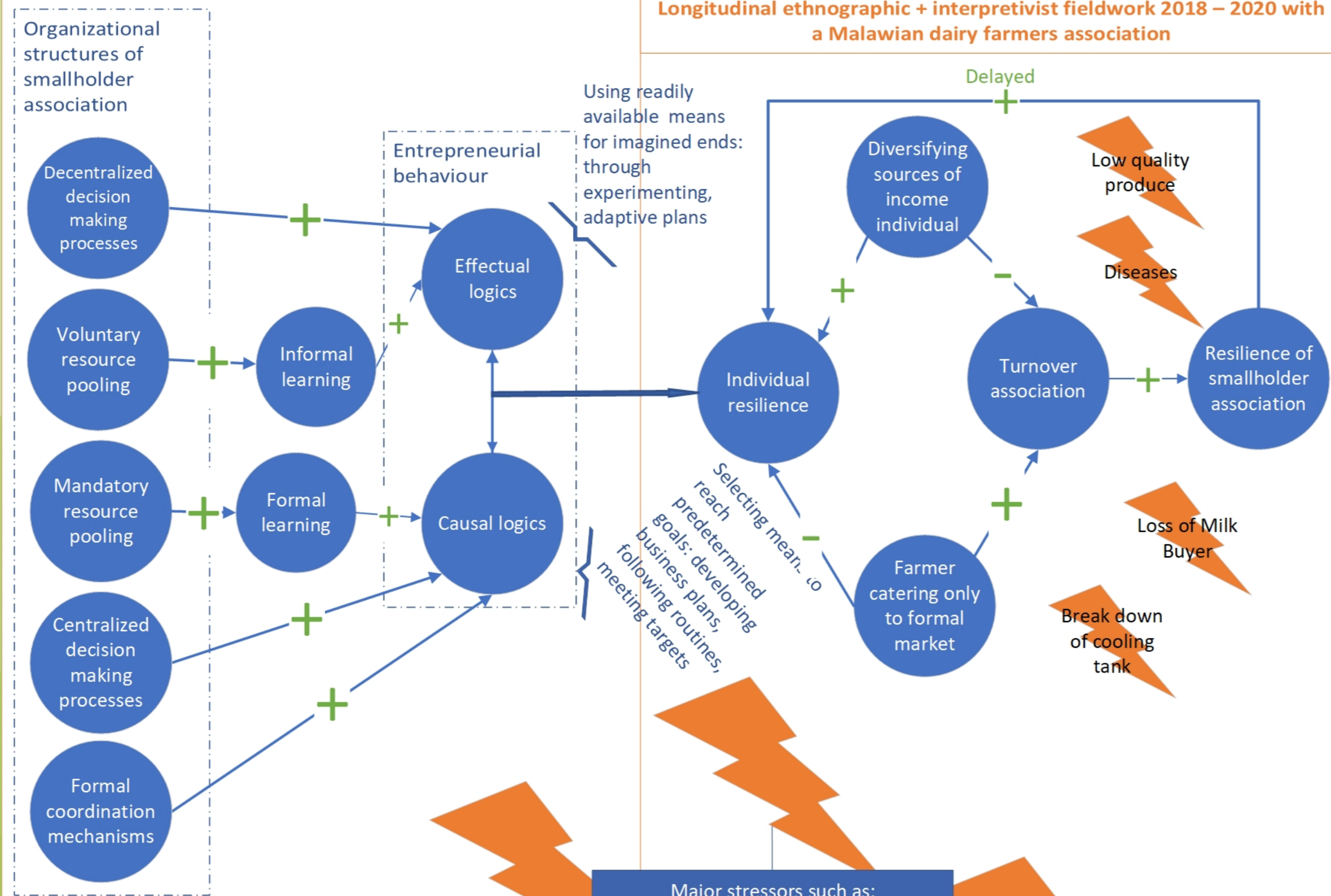


# Organising for smallholder resilience (OSMARE)

Qualitative comparative analyses among Zimbabwean smallholders organized in associations who are growing drought tolerant seeds

Longitudinal ethnographic + interpretivist fieldwork 2018 – 2020 with a Malawian dairy farmers association



**Premise**

Collectives of individuals (E.g. organizations and cross-sector partnerships) can be organised in such a way it stimulates smallholder entrepreneurial behaviour and (Assumingly) smallholder resilience to socio-ecological and economics stressors

**Conclusion of the synthesis**

- Complex adaptive systems are more resilient when there is diversity, distributed experimentation, information exchange through increasing connections and learning
- Smallholder entrepreneurial behavior involving effectual AND causal logics can stimulate the resilience of smallholders to shocks and challenges
- Yet, individual resilience can come at the cost of the resilience of the smallholder association. Consequently, vulnerability of the association poses a risk for the individual resilience of its members.

**Questions for reflexivity**

- When talking about smallholder resilience to shocks and sudden changes, do we look at individual resilience, organizational resilience or value chain- or food systems resilience?
- In our aims for smallholder resilience, are there any trade-offs between short term and long term resilience?
- Given the nature of complex adaptive systems, in times of stress, whose resilience is affected when the system adapts or transforms?
- Who are the winners and losers?

This synthesis is based on three papers developed during the OSMARE project:

- Dentoni, D., Pinkse, J., & Lubberink, R. (2020). Linking sustainable business models to socio-ecological resilience through cross-sector partnerships: A complex adaptive systems view. *Business & Society*, 0007650320935015.
- Manyise, Dentoni & Pinkse (working paper) Linking organizational structures, learning processes and entrepreneurial behaviours in the face of climate change: The case of Zimbabwe Super Seeds
- Lubberink, Dentoni & Branzei (working paper) The socio-material nature of institutions: the interplay between the institutional change of dairy collective and its resilience

**Major stressors such as:**  
 Extreme rainfall (hurricane Idai)  
 Covid-19  
 Loss of market buyer  
 Extreme inflation  
 Diseases

**Smaller stressors such as:**  
 Transport difficulties, hygiene issues,  
 labour availability, delayed payments,  
 issues with quality of produce



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