

## Reasons for Investing and Roles of Women in Multifunctional Entrepreneurship in Agricultural Areas of the Philippines

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### ABSTRACT

This study aimed to investigate why farm owners resulted in non-farming business activities on their farms, and elucidate the part played by women in the four chosen farms' growth of multifunctional entrepreneurship in Negros Oriental province, Philippines. The researchers employed multiple case study and interpretive phenomenology approaches through thematic analysis of key informant interviews with eight informants (two from each farm). Findings revealed that farm owners resulted in multifunctional activities because (1) they wanted to have more control in sales and development, (2) provide guidance and inspiration to other farmers, (3) strong presence of external support and incentives, and (4) availability of family labor. This study further disclosed five themes about women's role on the farm, namely: (1) assisting in farm operations, (2) being in charge of paper works and record-keeping, (3) establishing networks, (4) planning and monitoring, and (5) providing moral support to keep a work-life balance. This research supports the recognition of women's visibility in multifunctional entrepreneurship, which could lead to more significant earning potential for both men and women.

**Keywords:** Multifunctional Entrepreneurship, Farm Tourism, Agri-Tourism, Multifunctionality, Gender Equity

# 1. INTRODUCTION

The foundation of European agricultural and rural policy is multifunctional agriculture. It now impacts both domestic and international trade debates and agri-food policy within the European Union. Although there is still a dispute on what multifunctionality in agriculture entails and how to recognize it in actual use, it has come to play a crucial role (Wilson, 2007). The rural development paradigm seems best suited for small and medium-sized family farms, where social and cultural consequences are more substantial than they could be for agro-industrial corporations, where commercial imperatives rule (Morgan et al., 2010). Multifunctionality in agriculture can help achieve sustainability goals practically (Borrelli, 2016). It is based on several agricultural tasks and operations carried out for the territory, highlighting their relationship. Agriculture's multifunctionality in particular offers services for collectives, food, and fiber. Examples include improving the scenery and providing areas for recreation and tourism, protecting the environment and wild animals, providing employment and financial gain in rural areas, and conserving water, air, and soil. In general, multifunctionality is concerned with the various ways that the physical resources of the territory are used in actualized activities. The concept of multifunctionality has developed in various world regions and must be defined locally (Groenfeldt, 2006). In the study of Seuneke (2014), the term “multifunctional entrepreneurship” has been introduced to the emergence of multifunctionality in entrepreneurial learning, such as the creation of new multifunctional businesses on existing family farms (Carter, 2001 as cited in Seuneke & Bock, 2015).

Agriculture has developed in most nations, including Europe, as an activity that delivers various services to society in addition to large-scale food production. The farmers' development of new business ventures could be viewed as the first signs of a move away from conventional production methods and toward a new multifunctional paradigm (Wilson, 2008). According to the literature, multifunctional agriculture is an improved alternative with entrepreneurship at its core (Morgan et al., 2010; Tohidyan Far & Rezaei-Moghaddam, 2019). Researchers have compared multifunctional farmers to portfolio entrepreneurs operating numerous enterprises simultaneously (Carter & Ram, 2003). Farmers' entrepreneurial skills have been considered in light of recent actions as they are known as innovators (Tohidyan Far & Rezaei-Moghaddam, 2019). The activities a farmer chooses to engage in reflect their own priorities, the scope and variety of their entrepreneurial activity can also be seen as a reflection of their beliefs and sources of inspiration. Under certain circumstances, non-commercial motives may also be acknowledged (de Lauwere et al., 2002, as cited in Morgan et al., 2010).

Farming in most developing countries has become the primary source of income including the Philippines. Farmers in developing nations improve productivity and sell more products to battle global hunger and poverty. However, small farmers' livelihood is threatened by the rapid economic transition around the world, such as higher production costs and labor costs (Colman & Vink, 2005). This has resulted in new enterprises on farms in recent decades, trying to find new alternatives for additional family income than food production alone. The Farm Tourism Development Act of 2016 (RA 10816)

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allows farm tourism to develop in the Philippines' vast agricultural area as a way to diversify farms and increase income in rural areas (Yamagishi et al., 2021). Yamagishi et al. (2021) revealed that farmers' entrepreneurial and hospitality skills are essential to effectively leveraging the potential of farm resources. Although, a growing number of studies that describe how multifunctionality and entrepreneurship are seen in farms in developed countries, there is no sufficient documentation about the specific initiatives and motives of farm owners and farm operators to adopt diversified activities in the farm in the developing countries (Yamagishi et al., 2021). This study aims to fill in this gap in the literature. In addition, studies from developed nations, primarily in Europe, have shown the importance of women in building new farming revenue streams (Boch, 2004; Seuneke & Bock, 2015). By discovering the roles played by women in the growth of multifunctional entrepreneurship in farms in the context of a developing country like the Philippines, this paper will contribute to the body of knowledge in this area.

The study was inspired by Seuneke and Bock (2015), which determined the role of women in multifunctional entrepreneurship using Dutch sample cases. Seuneke and Bock (2015) revealed that women have more opportunities to participate in the farm because of its multifunctionality. Women on the farm are acknowledged as playing a crucial part in the emergence of multifunctional business practices on family farms, such as introducing new methods, giving new networks access, and initiating negotiations regarding the farm's produce within the farming family. The researchers conducted a similar study in the Philippines to identify whether the outcome was the same, considering the former study was conducted in a developed country, and the Philippines is a developing country. Furthermore, with the COVID-19 pandemic, many small farmers have incurred significant losses due to their inability to market their crops. The global economic crisis has heightened market uncertainty, posing a significant challenge for businesses, particularly small producers, whose livelihoods are now in peril. The results of this study may help small- and medium-sized farm owners pursue more entrepreneurial alternatives to boost farm income and promote more female participation in the farm business. The study of Charoennan et al. (2022) emphasizes how robust management of organizational resources and strategic responses help micro, small and medium enterprises (MSMEs) survive or achieve desirable performance during the crisis. Following the resource-based view theory, it confirms the influence of organizational resources, namely entrepreneurial competencies, resilience, and technology adoption, on crisis management and business performance of MSMEs. Hence, this makes this study more relevant in the present time. Productivity in the agricultural industry can be attained by enhancing farmers' entrepreneurial knowledge and abilities to integrate information, knowledge, and technology with contingency planning and alter it to an ideal combination of productive resources (Tohidyan Far & Rezaei-Moghaddam, 2019).

In this study, the researchers define 'multifunctional entrepreneurship' as farm owners' efforts to diversify their operations into farm tourism and invest in new entrepreneurial ventures (Morris et

al., 2017; Tohidyan Far & Rezaei-Moghaddam, 2019). The study aimed to show how specific farm owners and operators have adopted non-traditional farming practices using four selected farm sites in the province of Negros Oriental, Philippines, and elucidate the role women play in the rise of multifaceted business on farms. Specifically, the purpose of this study was to address the following research questions: (1) What are the conventional activities on the farm? (2) What are the new business opportunities discovered on the farm? (3) Why do farm owners result in non-farming business activities on existing family farms? (4) How are women involved in the farm business?

## 2. LITERATURE REVIEW

Agriculture is expected to continue to be a major economic driver. Over 80% of the world's population, the poorest people, live in rural areas and are primarily dependent on agriculture (Tindiwensi et al., 2020). The term “smallholder” is used by the Food and Agriculture Organization (FAO) of the United Nations to describe farmers who have few resources in compared to other farmers in the same sector and is characterized by a lack of market focus (Alexander et al., 2017). Smallholder agriculture is viewed as a potential route to be commercialized because there is evidence that smallholder farms may be converted into enterprises (Tindiwensi et al., 2020). According to Kahan (2013), small-scale farmers demonstrate entrepreneurial traits by experimenting with new crops, increasing efficiency and diversifying production to lower risk and enhance profitability by improving livestock breeding and experimenting with alternative technology (Kahan, 2013). Farmers and other farm household members have been driven to look for additional means of income due to the ongoing challenges in agriculture, which has resulted in new agricultural and nonagricultural endeavors (Brandth & Haugen, 2011).

Consequently, farmers are more willing to try new ways of making a living on the farm rather than sticking to traditional agricultural activities. Agritourism is one of the many types of on-farm diversification (Potočnik-Slavič & Schmitz, 2013). Agricultural restructuring has been witnessed in both developed and emerging countries, as shown in Europe (Potočnik-Slavič & Schmitz, 2013) as well as large areas of Asia, Africa, and Latin America (Potočnik-Slavič & Schmitz, 2013; Tindiwensi et al., 2020; Westholm & Ostwald, 2019). Mitchell (1998) and Mitchell and De Waal (2009) described this cycle as “creative destruction,” as illustrated by the transformation of traditional farms into agricultural parks that attract tourists seeking outdoor recreational activities, a calm environment, and delectable cuisine.

Several studies identified farm tourism as a strategic approach to increasing farm income. Farm tourism activities are widely viewed as alternative revenue streams in provinces, usually in addition to profits from other on-farm activities (Haghiri & Okech, 2011). Most farms have increased their revenue and, as a result, profits by incorporating farm tourism activities into their operations (Tew & Barbieri, 2012). Thus, farm tourism is seen as a prime example of inclusive local community growth (Gabor, 2016). Its purpose is to boost rural tourism while balancing growth via economic dispersion and rural opportunity. Tourism revenue flows generated by supply chain connections offer a significant potential

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income stream for small-scale farmers (Pillay & Rogerson, 2013). The Farm Tourism Development Act of 2016 aids in the growth and promotion of the nation's farm tourism, and the Philippines' enormous agricultural area offers the necessary foundation for farm tourism. Yamagishi et al. (2021) comprehensively analyze the nation's potential, approaches, and prospects for agricultural tourism growth. Due to low agricultural yield, farm tourism is becoming more popular in the Philippines as a farm diversification approach to bolster rural income. Even though these capabilities exist, farmers lack the necessary abilities, education, and resources to develop their properties into farm tourism hotspots. As a result, honing their entrepreneurship and hospitality skills is crucial. Together with physical attributes, product creation, education and training, management and entrepreneurship, marketing, and customer interactions, government support must be utilized (Yamagishi et al., 2021). In a nutshell, agritourism is the nexus where tourism and agriculture meet. The terms “agritourism,” “agrotourism,” “farm tourism,” and “agricultural tourism” are frequently used interchangeably (Agritourism, n.d.).

The term “multifunctionality” was initially used in relation to the 1992 Rio Earth Summit. It was created in 1998 by the members of the Organization for Economic Cooperation and Development (OECD). Since then, it has been referenced more frequently in discussions of science and policy pertaining to agricultural and rural development (Illinois, 2015). According to the OECD, agricultural activities can contribute to the development of environmental perspectives and benefits, such as land conservation, sustainable management of renewable natural resources, the preservation of biodiversity, and rural economic and social stability, in addition to their primary role in producing food and fiber. Wilson (2008) conceptualized multifunctional agriculture as a spectrum of production and non-production thought and action, with non-production thought and action focusing on creating new sources of income through the growth of new businesses. Production thought and action focus on the production of food and fibers (Tohidyan Far & Rezaei-Moghaddam, 2019). According to Tohidyan Far and Rezaei (2019) Moghaddam’s assessment on the state of Iranian agriculture, Iran can also gain from multifunctional agriculture in terms of sustainability and the production of nutritious food. Productivity in the agricultural industry can be attained by enhancing farmers’ entrepreneurial knowledge and skills to combine information, knowledge, and technology with a contingency strategy and convert it to an ideal combination of productive resources. The term “multifunctional” refers to the farmer's ability to manage the environment and rural space in addition to being known as a producer of goods and services. The farmer is also one of the key participants in local development, looking to investigate new business opportunities, create business networks, and measure and seize opportunities. Farmers have an entrepreneurial mindset in that they are open to experimentation to better market offerings, risk-taking, testing out new goods, services, and markets, and being more proactive than their rivals in identifying market opportunities (Tohidyan Far & Rezaei-Moghaddam, 2019).

In addition, Morris et al.’s (2017) paper provides insights into the debate surrounding the ambiguity of rural economy development, with farm strategy as the central focus. As revealed in the

study, despite not always operating for profit, the farmer is increasingly being viewed as a multifaceted contributor to the rural economy. It was also discovered that on-farm diversification activities were an entrepreneurial endeavor that might be essential to the sustainability of modern, family-run farms. Farmer networking and farm extension services, as well as a broader development of infrastructure to support information and communication in the rural economy, are all critical components of studies that focus on farm diversification because they typically view the farmer as actors who respond as the objects of innovation diffusion (Galloway, 2007; Galloway et al., 2011; Hill et al., 2017; McFadden & Gorman, 2016; Saleminck et al., 2015). The farm's resources are put to use to make money in non-agricultural ventures including tourism and farm property rentals. To broaden the scope of farm-based opportunity-seeking activity, diversifying farmers employ resource-based entrepreneurial strategies and/or portfolio entrepreneurial activities. The need to provide other family members with gainful employment or the desire to contribute to larger social and environmental objectives, such as opening up employment opportunities for others in the local rural area or helping to preserve the area's natural beauty and landscape, may be other factors that drive diversification (Leck et al., 2014; Suess-Reyes & Fuetsch, 2016). Interest in entrepreneurial income-diversifying options may be sparked by farmers' and their families' loyalty to their farms and the feeling of identity this provides in the face of economic and social change (Brandth & Haugen, 2011; Cheshire et al., 2013; Evans, 2009; Lobley & Potter, 2004). Hence, diversification activities can be pursued without significantly disrupting primary farming activities provided they are framed independently from the core farming business and may be particularly related with other farming household members (Boch, 2004).

The study by Yamagishi et al. (2021) looked at the Philippines' potential as an agricultural tourism destination, as well as its present situation and the underlying problems preventing it from developing. In order to create competitive agricultural tourism programs, the study uses analytic tools to identify threats, opportunities, weaknesses, and strengths. Their research suggests that the Philippines' broad agricultural region provides the necessary groundwork for farm tourism. The adoption of RA 10816, the Farm Tourism Development Act of 2016, fills this gap. The use of agricultural tourism as a way of farm diversification is relevant for a country to boost revenue in rural communities due to its low agricultural output. Despite having these potentials, a lot has to be done to enhance the way people are built, how products are developed, how people are educated and trained, how people are managed and run businesses, how people engage with customers, and how the government supports people. The biggest drawback is that farmers lack the skills, background, and resources needed to develop their properties into farm tourism hotspots. Therefore, developing entrepreneurship and hospitality skills is crucial (Yamagishi et al., 2021). To succeed in modern agriculture, farmers must develop greater business skills (Seuneke, 2014). The rise of new non-farming ventures presents farmers with a challenge to reorient, move beyond the techniques they may take for granted, and develop entrepreneurial abilities (Morgan et al., 2010). According to Philippine statistics, entrepreneurial activities spanning from agriculture-related trades among rural households living in poverty to lower-end services

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among the urban poor and non-poor firms are responsible for the 15% reduction in poverty (Baticados, 2018). Substantial evidence shows that farmers need to be trained with appropriate entrepreneurship expertise.

Another study conducted in South Africa found that the characteristics of smallholder farmers do not fit the definition of entrepreneurship that is focused on expansion (Wale & Chipfupa, 2021). Smallholder agriculture's external locus of control, dependency on unearned income, lack of a business mindset, and reluctance to take risks are the main obstacles to entrepreneurship. Yet, farmer entrepreneurship has a positive effect by allowing farmers to attend extension and information scheme committees, earn money as farmers, join cooperatives, and have access to markets (Wale et al., 2021). As a result, encouraging farmers to participate in interactive learning can help them become more entrepreneurial. This backs up the theory put forth by Manyise and Dentoni (2021) that value chain partnerships will be more successful at fostering smallholder farmers' entrepreneurial learning when partners pool more resources (both tangible and intangible, such as financial or physical assets), and when decision-making power over their use is more evenly distributed. Farmers' creation of new commercial activities is evidence of a shift from agriculture's old production-oriented approach toward a new multifunctional paradigm (Wilson, 2008). The transition to multifunctionality calls for developing entrepreneurial skills among farmers and reorientating their farm identity toward an entrepreneurial one. Seuneke and Bock (2015) examined three themes using Rae's (2006) paradigm of entrepreneurial learning: (1) personal and social emergence of entrepreneurial identity, (2) contextual learning, and (3) the negotiated enterprise. The analysis revealed the significance of the dynamics and peculiarities of the family farm context and the diverse roles of farm men and women. Men's thinking is more productivist, whereas women's is more multifunctional (Seuneke & Bock, 2015).

The management of nature and the landscape, the creation of short (producer-consumer) supply chains, the production of high-quality goods, agrotourism, integrated care farming, and on-farm education are all examples of multifunctionality on the farm (Seuneke, 2014). Farmers in the study do not expand their businesses in isolation; instead, they interact with one another and engage in social activities. Coworkers, clients, suppliers, their wives, children, other family members, and friends all play an essential role in their entrepreneurial development. From soil preparation through commercialization, women are crucial to all farming-related activities. Gaining additional income, having a spouse or family member start a new income source, wanting to have more control over how their farm develops, wanting to have more control over the sales revenues of their products, wanting to expand their business succession plans, wanting to help people rediscover agriculture, being inspired by coworkers, and receiving acts of kindness are some of the reasons why farmers engage in multifunctional entrepreneurship (Seuneke, 2014).

Moreover, women have been recognized for contributing to developing multifunctional entrepreneurship in family farms. These efforts have included suggesting new strategies, opening doors



to new networks, and starting discussions within the farming family (Brandth & Haugen, 2010; Seuneke & Bock, 2015). In the Philippines, rural women business owners thrive at setting goals, gathering data, and conducting thorough planning and monitoring. Additionally, it was shown that they often manage their time well and make an effort to spend more time with their families in order to maintain a healthy work-life balance (Resurreccion, 2012).

In addition, Zirham and Palomba (2016) have confirmed that women-run farms tend to be multifunctional and increase their product offer. Women's work undoubtedly contributes to the spread of agriculture-related activities, adapted to highlight the multifunctionality of agriculture (Borrelli et al., 2013). The adoption of direct sales of agricultural products can be aided by the characteristic feminine traits of great care and precision in task completion, kindness and politeness in dealing not only with consumers but with all parties involved in the farm. Furthermore, women are more likely to start, innovate, and diversify businesses, strengthen the business structure, support the local economy, and contribute to bettering living conditions in rural and agricultural contexts through strategic alternative pathways, such as related activities, even in suburbs. Female agricultural entrepreneurship shows to be especially beneficial, especially when it aims to promote the multifunctional nature of the sector: concerning the related activities to agricultural production, highlighting the orientation to diversification, particularly with the provision of certain services to the population such as recreational activities, educational farms, disabled hospitality, and assistance.

Moreover, Unay-Gailhard and Bojnec (2021) noted an increase in the “visibility” of women farmers on family farms. Research from several nations demonstrate that women farmers, especially farm spouses, are crucial to creating new farming income (Boch, 2004). It has been shown that women farmers' agri-entrepreneurship abilities can successfully generate new income through multipurpose endeavors including organically processed goods, agri-tourism, and direct sales (Seuneke & Bock, 2015). However, because they multitask, women farmers must juggle activities related to their families, childcare, and farms (Boch, 2004).

The goals and perspectives of women farmers in the short food supply chain were divided into three categories in the study by Azima and Mundler (2022): professional goals, alternative goals (independence, contact with nature, and environmental preservation), and entrepreneurial goals (economic returns, profits, and community reputation) (work enjoyment, work-life balance, generational succession, satisfying clients). In the field of entrepreneurial motivations, women respondents were more focused on producing sufficient financial gains and returns. Female farmers also valued having professional autonomy, being in touch with nature, safeguarding the environment and the land more highly than male farmers did. Finding a work-life balance and enjoying one's job were priorities for female respondents more so than for men. Overall, these findings demonstrate that women farmers are better used to the interpersonal component of direct selling, which is a distinctive feature of most short food supply chains (Azima & Mundler, 2022; Hedberg II & Zimmerer, 2020; Trauger et al., 2010).



The literature recognizes multifunctionality and entrepreneurship on the farm with the increasing participation of women. However, there is still little scholarly literature on female agricultural entrepreneurship and the conditions of women's lives and employment in rural areas, making it a phenomenon that is still not well understood (Zirham & Palomba, 2016). Also, some studies point out that women's agricultural work still needs to be more valued and addressed than men's (Drucza & Peveri, 2018). Hence, this paper seeks to contribute to the literature regarding multifunctional entrepreneurship and the role of women in agriculture in a developing country like the Philippines. All parties, including the government, academia, and industry must collaborate and continue to innovate to promote a mentality shift from production to agribusiness. Emphasis is placed on balancing agricultural research systems, extension education, and policy-making bodies to achieved women's empowerment (Satyavathi et al., 2010).

### **3. METHODOLOGY**

#### **3.1 Design**

This study utilized multiple case study and interpretive phenomenology approaches through key informant interviews with eight informants (two informants from each farm). When your primary research questions are “how” or “why”, when you have little to no influence over behavioral events, and when your study is focused on a current phenomenon (as opposed to only one that has occurred in the past), you ought to employ a case study (Yin, 2018). In particular, a numerous case study is preferred since it increases external validity and offers a more reliable analytical conclusion (Yin, 2018). This design is appropriate for this kind of study as it aims to discover why farm owners resulted in non-farming business activities on existing family farms and how women are involved in the province's agricultural sector. In addition, this design works best with interpretive phenomenology, allowing participants to speak freely and express their tales.

#### **3.2 Locale**

The current study covered four cases in the province of Negros Oriental, namely: Joeltess Organica Farm (Site 1), PUGADKU Farm (Site 2), both in Bayawan City, Rabbiton Farm in the municipality of Pamplona (Site 3), and Baslay Coffee Farm in the municipality of Dauin (Site 4). The selection of cases was based on the following criteria: (1) The place is recognized as a farm or agricultural area by the Local Government Unit, (2) it has evidence of farming activities, (3) it has evidence of entrepreneurial practices in the area, (4) there are women involved in the business operations, (5) location is accessible, and (6) management is willing to participate in the study. In addition, the researchers considered diversified farm tourism sites in terms of products offered and at least two years in operation to give

a bigger picture of the participation of women on the farm and their different roles. Finally, a brief description of the individual case is given.

**Case 1: Joeltess** is situated in Bayawan City, Negros Oriental, Philippines. It is a diversified organic farm that offers technical and vocational education and training courses under the Technical Education and Skills Development Authority (TESDA). Joeltess Farm is coined from the initials of the names of the husband and wife and their children. The start of Joeltess was in 2010 when the farm owner (the husband farmer) happened to meet representatives of the Agricultural Training Institute in Central Visayas and learned valuable lessons in organic farming. In the quest for organic farming, the family's 1.5 hectares farm was developed with 4.5 hectares for the Integrated Diversified Organic Farming System (IDOFS), integrating farm activities with small-scale farmers. Joeltess introduced the small-brother, big-brother concept wherein they trained the small-scale farmers and became partner farmers in tilling the farm. In 2017, Joeltess received the most significant accolade receiving the Regional Gawad Saka Awardee for Central Visayas.

**Case 2: PUGADKU** is a 5 hectares agricultural land in Palompong, Barangay Narra, Bayawan City, Negros Oriental, Philippines. It was developed in 2019 primarily to produce different varieties of vegetables. It became popular in the province during the pandemic with its Sunflower Garden. Aside from their vegetable production and farm tourism site, they are also into food processing like chili sauce, and vinegar, among others. This farm's owners are government employees with a passion for farming. PUGADKU means Pananum, Ugmaron, Gasa sa Diyos, Atimanon, Diskarte ug Kakugi kanunayon para sa Ugma'nga malambu-on! (This is translated in English as Plant, Cultivate, God's Gift, Care, Strategy, and Hard Work Always for a Prosperous Tomorrow!) The husband-and-wife farm owners hired other community members to do some farming operations.

**Case 3: Rabbiton** is a farm tourism site in Pamplona, Negros Oriental, Philippines. It offers overnight farm staycation with food services offering unique culinary specialties, much fresh air, and a thousand bunnies waiting to greet everyone. The farm's owners have other businesses besides the farm and have chosen to employ a husband-and-wife farming team who are dedicated to turning the property into a popular farm tourism destination in the province. It started with 8.5 hectares of land, and the owners purchased an additional five hectares making it 13.5. However, the farm development only started with the four hectares and expanded slowly until it became complete. The farm business started with dairy products many years ago but did not prosper. The farm management continued thinking of better alternatives. It arrived with innovative approaches like growing chicken to supply eggs in the province, piggery to supply meat, and toiled land to produce vegetables and crops. Being very entrepreneurial, the farm owners knew they could still do more and maximize the potential of their farm. Rabbit dishes inspired the owners at a fine dining area in one of their travels abroad; thus, how the rabbit farm idea was born. They have finally invested in rabbit raising and its benefits.

**Case 4: Baslay** started as a coffee farm project chosen to demonstrate how it has been brewing a better life for Baslay Farmers Association (BFA) members in Dauin, Negros Oriental, and its clients for over 30 years. The founding members of the Energy Development Corporation (EDC) were taught the importance and possibilities for income from caring for the forest that also cares for them, transforming them from slash-and-burn farmers or kaingineros into forest stewards. The two generations that followed them and joined the association continued this custom. As a result, BFA is the first farmers' association in Negros Oriental to produce premium, high-quality organic coffee, acknowledged by baristas with international training from different regions of the Philippines. In addition, BFA launched its coffee shop near the famous Baslay Hot Springs in 2018 so that more locals and visitors worldwide could enjoy the flavor of its excellent coffee. In the same year, it was recognized as the only agro ecotourism destination in the province of Negros Oriental by the Department of Tourism Region 7.

### **3.3 Profile of the Participants**

There were eight key informants in this research based on the following criteria set by the researchers: (a) participants of the study must have been working on the farm for two years or more; (b) the key informants shall be composed of two from every site, a male and female representation in the person of a husband and a wife for married farm owners, or a man and woman representative who is authorized by the owners in the farm management and operations; and (c) willing and available during the period of the study. The actual participants in the study were the husband-and-wife farm owners in Cases 1 and 2, husband-and-wife farm operations managers for Case 3, and a male and female senior officer for Case 4, who play a significant role in farm management and operations.

*Participant 1*, Tham\* is the owner of one of the thriving farm learning sites in the Province of Negros Oriental. Being an agriculture graduate at Negros Oriental Agricultural School sometime in 1986, his love for farming is always there. However, his efforts in his younger years were more dedicated to their promising junk shop business. His farm business mainly runs by family members whose functions and tasks are clearly defined. Tham believes in the power of knowledge; he successfully offers various courses in agriculture-related fields in his farm training center, accredited by TESDA. He admitted that the success of his farm is not all because of him but because of the excellent service shared by his wife and family members who shared the same vision in educating the youth or anyone who wants to learn. As a result, Tham\* received various awards and citations from different award-giving bodies in the local, regional, and national arena in organic agriculture.

*Participant 2*, Elma\* is the wife of Tham (Participant 1), a Commerce graduate, and once a bank employee. Her vast experience in bookkeeping, records management, and customer service made Elma the best match for Tham in managing their farm business. Elma recalled that they started their business in a junkshop, but because of her husband's passion for agriculture and teaching at the same time, they realized his dream of having his farm learning center. Elma has experience in administrative and

clerical jobs, which are significant in doing business. She is also a TESDA-accredited trainer of their farm learning center.

*Participant 3*, Pong\* is the owner of one of the farm tourism sites in the Province of Negros Oriental. He earned bachelor's degrees in sociology and agriculture. When he was young, he was already exposed to farming and was nurtured when working in the Department of Agriculture for 12 years as a research specialist. His technical knowledge and expertise made him popular to be a consultant on various farms in the country. Currently, he serves as a Section Head in the Department of Education. Pong runs his farm business with the help of his wife and fourteen paid farm attendants.

*Participant 4*, Pam\* is the wife of Pong (Participant 3), a degree holder in education and sociology. She is connected at the Department of Education as a public-school teacher. Pam played a significant part in their farm tourism site as she was the one who surprised Pong by buying hectares of land as she knew that this would make his husband happy. From the start, Pam knew that his husband's heart was in farming and helping other farm attendants earn a living from farming. Pam believes that her greatest happiness is to see his husband happy. Therefore, she extends her support by all means, from operations to administrative tasks on the farm. In addition, Pam demonstrates competence in food processing.

*Participant 5*, Clint\* is a farmer from Cavite, Philippines. He had worked in the corporate world before, but because farming is his passion, he is now in farm management. The owners of the Rabbiton farm saw how well Clint and his wife developed their farm; thus, they were invited to manage an undeveloped farm in Negros. Together with his wife, Clint relocated to Negros after realizing the farm's potential and realizing how well it could be developed. He is a Research and Development Manager of the Rabbiton Farm. He describes himself as a supportive husband who allows his wife the opportunity to shine in the farm tourism business after him previously being continually in the spotlight.

*Participant 6*, Kath\* was originally from the corporate world in Cavite, Philippines, and was invited with his husband (Participant 5) to develop a farm in Negros Oriental. She is an accounting graduate and was hired as the Livestock and Education Development Manager of Rabbiton Farm. Initially, she was quiet, always followed orders, and ensured they were carried out. However, thanks to the chances provided by the Rabbiton Farm, she has come out of her shell and is now a farmer, a producer, and an entrepreneur because she always makes sure to make money from her farming. She decided to live and stay at Rabbiton because she saw a great opportunity to do her passion and advocacy for farming and continuous learning.

*Participant 7*, Ruel\* came from a family of kaingeros (slash-and-burn farmers) who were transformed into green guardians. They were taught to do natural farming in the long-neglected land of the government, in the foothills of a dormant volcano in the province of Negros Oriental, Philippines. Ruel has been working at the farm since he was 13 years old. His exposure and experiences on the

farm, with his family and other farmers, inspire him to become a Forester and practitioner of organic agriculture. He was forced to give up his career outside the farm because of his commitment to developing the farm and helping the families of farmers in their community. When he returned to the farm, he recognized the various opportunities for the 120 hectares coffee farm. He started as a full-time volunteer and then became the Chairman of the farmers' association. With his background in entrepreneurial endeavors, he introduced the project of a coffee shop and a bamboo restaurant on the farm. With his active leadership in the farm business, their coffee farm was getting so much recognition nationwide from the government and private institutions and has received several awards and financial grants. Their farm became the first accredited agritourism site in the province.

*Participant 8, Myna\** is the secretary of the farmers' association. She has devoted her time to helping in the recording of the coffee farm business. She has also considered herself a farmer and has been teaching her children to do farming. She started offering voluntary work in the farmer's association until she became the secretary. She has been helping her husband on the farm and ensuring that her children are exposed to farming. She was very vocal in her passion for farming and believed that farming must be taught to children for sustainability.

### **3.4 Procedure**

This research followed the case study protocol, which consists of steps, matrices, and a database of evidence to establish reliability (Hu, 2018; Yin, 2018). The core of the case study protocol is the set of questions used in interviews (Voss et al., 2002). The researchers conducted face-to-face key informant interviews (KII) with the respective owners or operators of the farm tourism business. Guide questions from Seuneke and Bock (2015) were used in the interview. In addition, the key informants were invited to respond in their own words to the questions. Interviews were conducted from November 19, 2021 to December 6, 2021.

### **3.5 Analysis**

The gathered digital data from interviews were then transcribed within the week. Thematic analysis was utilized in analyzing participants' experiences, and NVivo 12 software was used as an aid in coding and analyzing interview transcripts. Before being included in the final paper, a draft of the interview results was also submitted to the key informants for their feedback.

### **3.6 Ethical Considerations**

The informed consent form was read by the participants and signed by them, attesting to their willing involvement, before the study began. Also, the researchers followed the government's safety and health regulations to make sure that no person or organization suffered harm while the study was

being conducted. All participants' narratives were kept in a secure database, so nobody but the research team members had access to the data they gave. Any information that could be used to identify participants was thoroughly anonymized. No potential conflicts of interest have been found in this study. Finally, before the fieldwork began, the university's Research Ethics Committee gave an ethics review clearance to ensure that no ethical considerations in the conduct of research would be violated.

## 4. RESULTS

The farming activities and new business opportunities in the four cases investigated in this study are summarized in Table 1.

**Table 1:** Farming Activities and New Business Opportunities

Farm	Farming Activities	New Business Opportunities
Site 1: Joeltess Organic Farm	<ul style="list-style-type: none"> <li>• production of fruits and vegetables for family food security</li> <li>• organic farming</li> <li>• mushroom production</li> </ul>	<ul style="list-style-type: none"> <li>• organic farming learning site (accredited by TESDA NCII* training center)</li> <li>• food court area serves food direct from the farm</li> <li>• cottages for accommodation</li> <li>• sports and wellness (plan)</li> </ul>
Site 2: PUGADKU Farm	<ul style="list-style-type: none"> <li>• production of crops, fruits, and vegetables for family food security</li> <li>• ornamental and flowering plants</li> </ul>	<ul style="list-style-type: none"> <li>• farm tourism, famous for its sunflower garden during the pandemic</li> <li>• food processing (chili garlic, vinegar)</li> <li>• learning site (plan)</li> </ul>
Site 3: Rabbiton Farm	<ul style="list-style-type: none"> <li>• production of vegetables</li> <li>• raising livestock (pigs, cattle) and poultry (chickens)</li> </ul>	<ul style="list-style-type: none"> <li>• rabbit adventure (live or meat)</li> <li>• herbs</li> <li>• learning site (accredited by Agricultural Training Institute or ATI)</li> <li>• restaurant</li> <li>• food production (tea, jam, processed meat)</li> <li>• tour guiding</li> </ul>

**Table 1:** Farming Activities and New Business Opportunities (Cont.)

Farm	Farming Activities	New Business Opportunities
Site 4: Baslay Coffee Farm	<ul style="list-style-type: none"> <li>• production of fruits, vegetables, and coffee beans</li> <li>• raising honeybees, cattle, and pigs</li> <li>• flower gardening</li> </ul>	<ul style="list-style-type: none"> <li>• coffee shop</li> <li>• restaurant</li> <li>• native cottages</li> <li>• farm tourism</li> </ul>

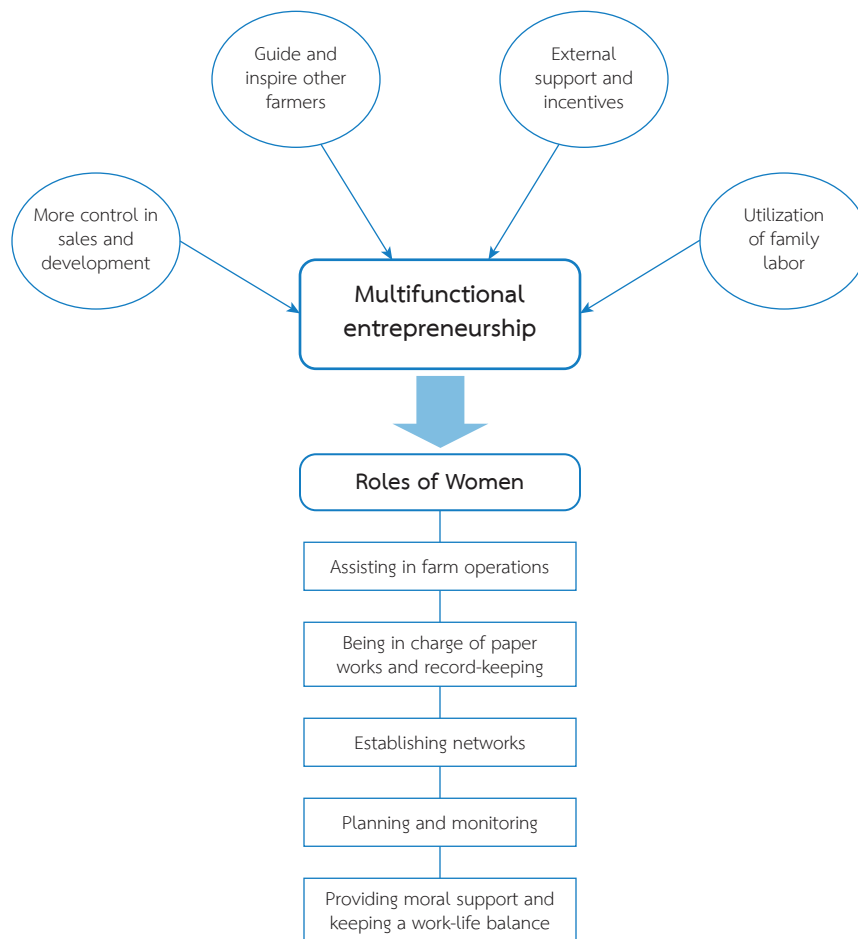
\* **Note.** TESDA NCII means Technical Education Skills and Development Authority National Certificate II

Table 1 presents the conventional and new business opportunities discovered on the farm. Several points are of interest. First, the four identified farm tourism destinations in the Philippines, province of Negros Oriental, produce crops, vegetables, and fruits; only Site 3 and Site 4 are engaged in livestock raising. Moreover, Site 2 and Site 4 are into ornamental and flowering plantations. Regarding new business opportunities, Site 1 and Site 3 are learning sites accredited by TESDA and Agricultural Training Institute, respectively.

Meanwhile, Site 2 shared its vision to be a learning site shortly, and Site 4 is also considering the possibility of becoming one. All these sites are into food processing, and three out of four sites also offer cooked food on their farm sites. This supports the findings of Haghiri and Okech (2011), which revealed that to survive in such a fiercely competitive industry, farmers have been looking for other farming-related businesses that could create additional money for their on-farm incomes.

Figure 1 presents the schematic diagram of the analysis of reasons identified by key informants why they invest in diversified products and services on the farm and what are the specific participation of women in the farm tourism business in the context of multifunctional entrepreneurship.





**Figure 1:** Reasons Why Farm Owners Invest in Multifunctional Activities, and Roles of Women in Multifunctional Entrepreneurship

#### 4.1 Reasons for Investing in Multifunctional Activities

It is well recognized that farmers must become more entrepreneurial in order to thrive in modern agriculture, in addition to good craftsmanship and management (Seuneke et al., 2013). The process by which farmers acquire the knowledge and skills necessary “to do multifunctionality,” create and adapt their identities as “multifunctional entrepreneurs,” and reinstate the identity of the farm as a multifunctional one is known as multifunctional entrepreneurship (Seuneke & Bock, 2015).

As presented in Fig. 1, this current study generated four themes concerning why farm owners result in non-farming business activities on their farms. These are the following: (1) more control in sales and development, (2) guide and inspire other farmers, (3) external support and incentives, and (4) utilization of family labor. Interview excerpts that have been translated and verbatim are used to support the findings.

### **More Control in Sales and Development**

Although the country hosts a variety of agritourism activities, the sector is still in its infancy and is predicted to grow rapidly in the coming years. As was revealed in the study, the agritourism activities in designated sites are typically seen as alternate sources of income supplementing the earnings from different on-farm activities, such as outdoor recreational, educational, and on-farm direct sales activities. Participants shared their thoughts about multifunctional entrepreneurship as a good source of additional income for the farm with some other benefits. Kath\* shares: *“What is good in multifunctional is we have arrived with new products. We have made 12 kinds of tea from our herbs. We have what you call backup. The farm is multifunctional, which gives us multiple benefits. It is wise for the income. It also creates more jobs. Of course, the happiness is multiple.”* Clint\* also supported the idea of Kath\* stating, *“From farm tourism, it was now converted into production. The majority of our efforts during this pandemic are in production. We now capture the outside market since people may seldom go to the farm.”*

Taking together the sharing of the informants, introducing new innovative ideas in the farm activities provide more opportunities for increased sales and development. For example, Pam\* shared, *“We see an opportunity to earn good money on our farm. There is capital that is needed to replenish, so we decided to focus on vegetable production. However, we continued with flowers because at that time sunflowers were very famous on Facebook... Also, I always sell the excess/rejects at a lower price so that it would help sustain our finances because we should find another way to earn.”* Tham\* further shared: *“Our scope has widened, and to make our resources sustainable we need to be business-minded.”*

This supports the literature’s assertion that farmers’ entrepreneurial skills should be developed to augment farm income. In addition, farm tourism is important as a farm diversification technique to increase income in rural communities because of the poor output of agricultural products. However, despite these potentials on farm sites, there is still much room for growth in terms of physical characteristics, product development, education and training, management and entrepreneurship, marketing and customer relations, and government support (Yamagishi et al., 2021).

### **Guide and Inspire Other Farmers**

Another reason participants mentioned is the desire to share their love and passion for farming with the young generation and the neophytes in the farming industry. Moreover, they want to inspire and guide others in the community, especially since the province has a vast agricultural area. Hence, they have developed their farm into a learning center offering interested individuals agricultural training courses. Tham\* expressed: *“My view on farming is different. I serve because I wanted to change their [referring to other farmers in the locality] views on farming. Then we will improve the lives of farmers through farming... I am very happy that there are many people now who are engaged in farming, and*

*they have a bigger income now because they have more knowledge to sustain it. We are so happy that we were able to guide them well.*” This presents an intrinsic motivation on the part of the farm owners that sales and profit are not the only goals of having a business but to take advantage of the position to inspire others to do likewise and even more.

Elma\* also supported her husband’s passion for farming and said: *“I cannot call myself a businesswoman because of my little income. It is not abundant, but the thing is, it can sustain the farm and continue paying the workers. My husband’s ultimate goal is farming. Farming is his happiness. To share with people that genuine happiness would make him complete and that is what he believed his role is.”* A sense of fulfillment or personal satisfaction while rendering their services to their customers was shared as an added inspiration. Clint\* shares, *“When we see the person who would come here and then they would say that it is nice here, we are already happy with that.”*

Furthermore, participants also mentioned that helping other rural community members improve their lives is another reason they keep looking for new business opportunities on the farm. Investing in multifunctionality provides jobs and inspires more farmers to engage in farming and non-farming income-generating activities. This is also a platform to inculcate one’s passion for agriculture and practice social responsibility, especially toward preserving nature. Ruel\* shares, *“It is not about coffee, but it is how we produce our coffee. It is not just about money, it’s all about struggles, it’s about reforesting the former land. It’s all about restoring the natural habitat of wildlife. Restoring the water spring. Restoring the fertility of the soil, the clean air, etc. It’s only a holistic approach that will make the coffee expensive and that’s what has happened to our organization because this is not a government project. This is not a private project; it is a people’s project.”*

### External Support and Incentives

All four sites received external support from stakeholders – the Local Government Unit (LGU), Department of Trade and Industry (DTI), Technical Education and Skills Development Authority (TESDA), Department of Science and Technology (DOST), Department of Tourism (DOT), and Department of Agriculture (DA). The support includes farm materials and equipment, capacity-building/training, technical support on marketing promotions, and monetary awards or incentives. The participants confirmed this. Pong\* explains, *“You need to have both a mind and a capital. That is why it is good to get support from the LGU... We are happy that the local government has invested in improving farm-to-market roads, giving us better accessibility.”* Ruel\* added, *“The Department of Trade provided us training, and shared service facility for our coffee production... Business expansions were amazing. Every day there are people who express their interest to become our partners. The network has increased to the external partners....”*

Participants acknowledged the strong support from the Province of Negros Oriental and external stakeholders contributing to the growing development of farm tourism in the province. These external

support and incentives motivate farmers, like this study's participants, to develop more innovative approaches in the farm business. Additionally, to boost income in rural communities, the Farm Tourism Development Act of 2016 (RA 10816) promotes farm tourism as a farm diversification method.

### **Utilization of Family Labor**

In dry-land agricultural regions, family farm labor is one of the primary drivers of socioeconomic development (Canwat, 2017). This is also revealed in the current study: Tham\* shares, *"We do multitask and it's faster because all of us in the family are helping... What I do is oversee the operations and my wife works on papers... Our children are also helping on the farm, and they also help us with computers if there are reports to be made...."* Moreover, Ruel\* emphasized how multifunctional entrepreneurship helps create jobs for families in their community. He iterates, *"I do not want family members here to leave... There should be enough employment here. Our organization will provide that opportunity."*

Myrna\* added: *"I grew up in a family of farmers. I was already a farmer when I was still a child. My parents were farmers until I became a farmer myself. Then I joined this organization which is a farmer organization. I am proud to show our children that we are farmers. Although we are supporting our children to study, we always remind them that we must not lose farming. I teach them how to plant even though we only have a small area here in our house. We do backyard gardening, and we always tell our children that if we all work in an office, no one will provide for our food if no one is planting. The office is all about paper works and cannot provide cultivated plants. So, we must be proud that we know how to plant and must not lose farming in our hearts."*

Leck et al. (2014) affirm these motives of the farming family to provide other family members with gainful employment through farm diversification. Another reason is the aim to support more fundamental social and environmental objectives, such providing jobs for other families in a specific rural area or preserving the area's natural beauty and landscape.

## **4.2 Roles of Women in the Farm Business**

The women's roles in farm business are captured in these five themes, namely: (1) assisting in farm operations, (2) being in charge of paper works and record-keeping, (3) establishing networks, (4) planning and monitoring, and (5) providing moral support and keeping a work-life balance. Verbatim and translated interview excerpts back up the assertions.

### **Assisting in Farm Operations**

Couples involved in agritourism have demonstrated how the growth of tourism on farms may be viewed through the prism of re-peasantization and how they depend on the resources, culture, and location of their farm to maintain it (Brandth & Haugen, 2011). Women who work on the farm may

make a substantial contribution to the day-to-day operations, as evidenced by their efforts. Pam\* narrates, *“Our women here have a significant role because they have what we call as soft touch. They are mostly called for the cutting of leaves, pruning of tomatoes and during harvest.”* Pong\* also shares, *“My wife is the one who decides on the finances. She’s more involved with decision-making. Also, we have two women who are assigned to water the seedlings... Women need to maintain the cleanliness of the area and assist during harvest because they have a soft touch which is good in picking the vegetables, while our men will be in the cargo.”*

The attitude of women in dealing with various situations has a significant influence on the farm’s operation. There is labor allotted to them that men can hardly accomplish, as evidenced by the participants’ responses. Ruel points out, *“The women’s behavior is very patient, so if we talk about coffee processing, men have no chance in that part. More importantly in sorting, men are very impatient. Women have better perseverance. So, the role of women has widened, as far as coffee production is concerned. They also are very influential in molding our young people who are members of the Baslay Youth Club.”*

Myrna\* added: *“Every Monday, when I do not have paper works, I help other women in cleaning the surroundings because we want it to always be clean and beautiful since it is one of the tourist spots. So, that’s what we always think about on what things we need to do for the visitors to be amazed. As female members, we are looking for ways how we can improve and beautify the surroundings... We can also do what the males do. Like brushing, planting, digging deep, whatever works as long as it’s not climbing, we can do it also.”* This demonstrated that women are capable of not just doing administrative tasks but also farming operations and maintaining the cleanliness and orderliness of the farm area.

The contribution of women on the farm is significant for the farm’s development. Hence, every farm enterprise’s success has a woman behind it. This was clearly revealed in the informants’ narratives. Men are more productivist, whereas women are more multifunctional (Seuneke & Bock, 2015).

### **Being in Charge of Paper Works and Record-Keeping**

Paper works are generally assigned to women since they are more patient and meticulous when preparing documents required for farm operations. This is true based on the informants’ narratives. Tham\* narrates, *“My wife focuses on paper works while I am busy with the operations... That’s how dedicated she is. She plays a big part in our business success.”* Also, Clint\* acknowledges, *“She (referring to his wife) is really the one who had all the documents.”* The female participants had confirmed the significant role in the record-keeping and processing documents in the farm business. Kath\* states, *“It’s hard to process documents right now and those documents that needed approval because of the pandemic but still, I’m so happy because I know I am growing, I am learning a lot.”*

### **Establishing Networks**

Women are sociable and effectively build networks that immerse them with suppliers and customers. Pam\* shared: *“I enjoy introducing my processed products with my friends. They usually like it and would buy them. In about four months I made Php 20,000... I prefer to sell all his (husband) products. I monitor all his products that I could sell for a price and always find strategies so I could really sell them.”*

Moreover, no matter how challenging the circumstances, women may still find answers, adjust, and find beauty in their daily activities. Kath added: *“During the pandemic, there is a high risk involved since I am on a job in which I have to face many people, the guests, and visitors, especially if the boss is not around. But on the other hand, it is good because I developed resiliency. Because of the pandemic, we have to think more and fast.”*

The four cases in this study show that women are very helpful in discovering clients and suppliers as well as fostering positive working relationships with all parties involved. Wives' interpersonal abilities were developed while they were still employed in both private and public offices. Women were more active in post-harvest procedures and marketing and sales while the husbands were busy with agricultural operations. Women have been acknowledged for aiding varied business on family farms. They have been recognized for helping family farms establish multifaceted entrepreneurship. These initiatives have included recommending new tactics, providing access to new networks, and provoking conversations within the farming community (Brandth & Haugen, 2010; Seuneke & Bock, 2015).

### **Planning and Monitoring**

Regarding financial decisions, women are more cautious about what they buy for the farm. They are concentrating on issues of farm planning and monitoring. They try to understand what they have invested in and what the potential future returns will be. Pam\* recalls: *“We analyze things together, especially regarding cash-outs, whether we would need to purchase a particular thing. We need to analyze if it is really needed or not.”* The women participants also shared that they openly listen to any feedback from people: Pam\* added: *“I try to listen and assess. I do not choose comments. Any feedback that I would hear from people about our business, even if they were good or bad, would help us analyze things around us. We try to consider it because we want to improve ourselves.”*

According to Kath, she is involved in planning and monitoring the farm business, ensuring that the farm is creating value. Kath\* narrates: *“My passion is farming and entrepreneurship. I disagree with just farming but it should also be earning, and then production. Value-adding is needed in what I do. There should be a new process because part of my work here is research and development so the development will continue. I am involved in the proper planning for the farm. Like where to put our new ideas and where to build. Then finally, we will come up with the design and propose it to the*

*farm owners.*” This result supports Resurreccion (2012) findings that Philippines’ women farmers excel at setting goals, gathering data, and conducting extensive planning and monitoring.

### **Providing Moral Support and Keeping a Work-Life Balance**

The farm business operation plays a significant role between wives and husbands as they offer each other’s assistance through moral support. Providing moral support to your partner indicates that you believe in what they can contribute to the farm’s success. This can be best described in the informants’ statements. Elma\* narrates: *“Good partnership is needed. A good partner could help. It is not all the time that the decision will be carried out but at least there is a counterpart for the success that you are involved in.”* Additionally, Pam\* shares, *“It is super challenging for me, financially very challenging but my ultimate goal is to make him happy....”*

The participants shared how having a spouse who will support and assist you in overcoming any difficulty that arises on the farm is absolutely helpful. Kath\* added: *“There were times when he would go for a seminar about rabbits. He got pressured when I’m with him because I listened very carefully to what he said, and I’ll take note of the things he might say that I don’t agree with. When we got home, we would talk about it. He also does the same thing with me. Sometimes he will advise me to be stricter when he thinks it’s needed for the situation.”* Thus, maintaining a balance between work and family is essential. Both your work and family duties must be evenly distributed. Elma\* shared: *“I balanced the work here at the office and the things in our family. I am hands-on with the business and my family...I am a mother even to our students and workers. If I see them sick or not feeling well, I take care of them.”*

In cultures where physical labor and agriculture are viewed as important components of one’s identity, it can be difficult to establish boundaries between work and family or personal time. This is especially true when running a family farm business when employees live close to where they work. The study’s case studies showed that wives were devoted to helping their husbands had a healthy work-life balance. The wife often reminds the husband of the importance of family time and offers to help with the current task so that it will be completed quickly and the husband will have time to relax and play with the kids when he becomes overly focused on farm operations. This supports earlier research that found women farmers who multitask must strike a balance between their responsibilities to their family and agricultural business (Azima & Mundler, 2022; Boch, 2004). On the other hand, rural women in the Philippines who operate family farms usually manage their time well and make an effort to spend more time with their loved ones in order to preserve a healthy work-life balance (Resurreccion, 2012).



## 5. DISCUSSION AND CONCLUSIONS

Despite numerous studies on women in farming, there is still a scarcity in the body of knowledge regarding the reasons for investing in diversified activities on the farm and the roles of women in multifunctional entrepreneurship in developing countries. This study helps resolve this gap in the literature. This research considered four cases: two-family farms owned and managed by the husbands and wives, one growing farm strategically operated by hired husband and wife farmer-entrepreneurs, and a group-owned farm maintained by former kaingero families, where husbands and wives work on the farm. The study's findings include identifying conventional farming activities and new business opportunities on the selected farms. Informants have disclosed that they also raise animals and poultry and grow crops, vegetables, fruits, and coffee on their farms. Ornamental plants and flowers are also part of the list. Next is the investment in farm tourism, which gives birth to new business opportunities on their respective farm. From food production, the selected farms set the direction for farm tourism products. Aside from the lovely scenery and farm products, they positioned themselves as agricultural learning sites. Wives also gained food processing skills and sold their processed products to the market.

Data analysis revealed that farm owners resulted in multifunctional activities on their respective farms. They wanted more control over sales and development and wanted to guide and inspire other farmers. As reflected in the interviews, other reasons for multifunctionality are the strong presence of external support and incentives and the availability of family labor. Comparing the findings on women's role in multifunctional entrepreneurship for developed and developing countries, both contexts have demonstrated the value of women in creating new farming revenue streams (Resurreccion, 2012; Seuneke & Bock, 2015; Yamagishi et al., 2021). The study disclosed five themes that conform with the literature but with specific emphasis on the record-keeping and doing the paper works in the farm business, which is not previously mentioned in other papers. The roles revealed in this study include assisting husbands with farm operations, being in charge of paper works and record-keeping, establishing networks, planning and monitoring, providing moral support, and keeping a work-life balance (Azima & Mundler, 2022). Results show that, in many respects, the farm's men and women have unique experiences. The farm tourism sites considered in the study revealed that both men and women are now interested in multifunctional entrepreneurship. Husbands and wives are partners in multifunctionality. Wives are very supportive of their husbands' passion for farming. Men participants have let their woman partners shine by introducing innovative products and finding ways to earn additional income for the farm. The women participants were vocal about their roles and contributions to the farm tourism business. Most of them have earned a bachelor's degree and have professions either presently or previously before working full-time or part-time on the farm. The cases revealed that women are not just farmers' wives but also farmers and entrepreneurs extensively involved in farm business operations and development.

The country's farm tourism sector is still in its infancy, and future estimates point to a substantial rate of potential growth. The development of a more expansive business identity for farm tourism to

boost revenue was made possible by farmers who engaged in multifunctional activities (Haghiri & Okech, 2011; Tew & Barbieri, 2012). Agriculture's multifunctionality makes more opportunities for both men and women possible. It encourages networking, innovation, creativity, and gender equity. The gender disparities in the agriculture value chain were recognized in earlier research. Even though many women are already working on the farm in production and post-harvest processing, their roles are frequently unofficial or underappreciated. This paper adds to the body of work on gender equality, significantly boosting the visibility of women in agriculture. The four cases in this research demonstrated the women's strong involvement in all aspects of the farm business, including production, marketing, and sales. Their male partners recognized their active involvement as a key contributor to their success. By allowing women to participate in agriculture's value chain, more opportunities become available that were previously more accessible to men.

Additionally, the goal of gender equity is to achieve gender equality by enhancing gender relations and gender roles. The family's initiative to let wives join in training and seminars, which allows them to pick up new information and build networks with more individuals who might be interested in agriculture, is a common finding throughout the four cases reported in this study. Women are more confident in their abilities to assist in the development of family farms now that their contributions to the agricultural industry are recognized. The study concludes that shared responsibility is crucial for the development and sustainability of multifunctional agriculture and is something that both men and women must do.

Theoretically, this study supports the resource-based view assertion that the enterprise's resources can be the source of its competitiveness once managed properly. This study shows how farm owners maximize the use of farm resources to make an income in non-agricultural ventures such as farm tourism sites. To broaden the range of farm-based invitation activities, farmers who practice diversification engage in resource-based business strategies and/or portfolio new ventures. This study also recognizes the concept of multifunctional entrepreneurship through farm tourism and product diversification.

From a practical standpoint, this study suggests that it is essential for farmers, especially small and medium-scale farmers who are either owned by a particular family or organization, to plan for a diverse source of revenue in their different farms. Farmers and other farm household members have been forced to look for extra sources of income as a result of the continued challenges facing agriculture, which has led to the creation of both new farming and non-farming enterprises (Brandth & Haugen, 2011). Additionally, it has been discovered that women on the farm are able to take part in introducing new businesses in the farm that profit from a variety of sources, including direct sales, goods made from organic processing, and agri-tourism. Hence, distinct strategic responses should be considered while figuring out the diverse motivations and roles that men and women in farms play in various contexts.

Finally, this study may shed light on future studies to consider the themes found in this paper as research constructs that can be used for survey questionnaires in quantitative research to establish more scientific rigor in the analysis by combining the strengths of both quantitative and qualitative methodology. For future studies, it is also better to compare entrepreneurial practices between smallholder family farms and group-owned farms from different regions in the country since this is part of the limitations of this study. This paper may serve as a foundation for the formation, planning, and execution of policies that inspire entrepreneurial learning of small farm owners and arrive at equal opportunities for women. It also opens options for collaboration and community extension, which may result in more opportunities for both men and women in agriculture to increase their income.

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