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ILRG

ILRG India Year 2 Implementation Plan



4 June 2020

WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY, LAND RIGHTS, AND AGRICULTURAL ENGAGEMENT IN THE PEPSICO POTATO SUPPLY CHAIN IN WEST BENGAL, INDIA

YEAR 2 IMPLEMENTATION PLAN

INTEGRATED LAND AND RESOURCE GOVERNANCE TASK ORDER UNDER THE
STRENGTHENING TENURE AND RESOURCE RIGHTS II (STARR II) IDIQ

Contract Number: 7200AA18D00003/7200AA18F00015

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USAID Office of Land and Urban

Contractor Name: Tetra Tech

Author(s): Tetra Tech and Landesa



Outline

1. Overview of USAID-PepsiCo partnership approach
2. Methodology for Year 2 implementation planning
3. Year 1 review and key learning
4. Year 1 feedback
 - 4a. Year 1 Feedback from ILRG Field Staff and PepsiCo Field Team
 - 4b. Year 1 Feedback from Key Stakeholders
5. Description of Year 2 implementation plan (strategies, activities, and targeting)
6. COVID-19 and activity implementation



I. Overview of USAID-PepsiCo Partnership Approach



Additional background about the partnership and ILRG's activity in India is available in the Year 1 Implementation Plan



The Partnership Approach

Overview:

- The overall purpose of the partnership is to make the business case for women's empowerment within the PepsiCo potato supply chain.
- All activities demonstrate approaches to reach, benefit, and empower women in the potato supply chain, thereby increasing the adoption of sustainable farming practices (SFPs) and improving performance on PepsiCo Key Performance Indicators (KPIs), such as yield.
- Pathways to scale will be identified for each activity.

The Partnership Approach

- The project aligns with the three pillars of the United States government's Women's Global Development and Prosperity Initiative (W-GDP): Pillar 1 – women prospering in the workforce; Pillar 2 – women succeeding as entrepreneurs; and, Pillar 3 – women enabled in the economy
- The project is aligned with USAID's approaches to reach, benefit, and empower women, e.g., USAID's Gender Equality and Female Empowerment Policy and the Women's Empowerment in Agriculture Index (WEAI)
- The project directly targets improved employment opportunities for women and entrepreneurial opportunities on farms and within agricultural supply chains, which will help women to increase production and earn more income
- The project also seeks to strengthen critical aspects of the legal and regulatory environment for women farmers by addressing impediments to land tenure security

The Partnership Approach

- Increase PepsiCo's **reach** to women, using:
 - targeted community and field based training;
 - communication tools and approaches designed for women; and,
 - training PepsiCo staff how to engage women more effectively;
- Increase the **benefits** women gain from engagement in the PepsiCo potato supply chain, by:
 - increasing their access to land and credit, access to information and control over income, and reducing their unpaid workloads and time poverty;
- Increase women's **empowerment** as a result of their engagement in the PepsiCo supply chain, with:
 - leadership opportunities;
 - networking and women's group support; and,
 - gender norms change at community and household level.

Partnership Strategic Approaches

Three strategies to reach, benefit, and empower women:

1. Farm-level outcomes:

- working with men and women in families that are currently part of the PepsiCo supply chain;
- cultivating interest and capacity for new women and men suppliers through women's group leasing and training and related positive brand externalities; and
- through broad community engagement, male champions, and communication to support gender norms change in pilot communities;

2. PepsiCo staff capacity:

- strengthening PepsiCo's internal gender knowledge and capacity; and
- mainstreaming gender integration within PepsiCo staff workstreams, including gender sensitive training modules and materials, staff orientation in GBV and gender, and performance goals and metrics;

Partnership Strategic Approaches

3. Pathways to scale:

- developing plans for sustainability and scaling of activities and results, including through leveraging government, non-governmental organizations (NGOs), and private sector partnerships, to complement PepsiCo's on-going efforts.
- identifying, piloting and making the business case for PepsiCo to integrate women's empowerment and gender equality activities and learning; and
- strengthening critical aspects of the legal and regulatory environment for women farmers by addressing impediments to land access and tenure security.

2. Methodology for Year 2 Implementation Planning



Methodology Used to Develop the Year 2 Implementation Plan

- Agreed on Year 2 implementation plan parameters and broad scope of work
- Collected and analyzed preliminary harvest data and partial baseline data
- Reviewed Year 1 results and Year 2 ideas with all stakeholders, at all levels:
 - called women's groups for their input (no face-to-face meeting due to COVID-19)
 - called PepsiCo field staff and aggregators for their input
 - held Zoom discussion/workshop of project team
 - held Zoom discussion/workshop between ILRG, PepsiCo India senior management and regional management, and Control Union
 - presented and discussed results and suggestions with USAID/Washington and PepsiCo senior management in a series of calls

Principles and Parameters Applied in Year 2 Planning



- ILRG staff will remain focused in the 12 target pilot communities where we have baseline data, to make the business case for women's empowerment to PepsiCo.
- Expansion and scaling systemic change will occur through PepsiCo actors and actions (within or outside the 12 target pilot communities, in West Bengal, collaborate with USAID-PepsiCo GDA);
- Focus agronomic, SFP, and gender norms training on PepsiCo farm families (women and men), women's land leasing groups (new PepsiCo suppliers), and aggregators (exceptions may be made for SHGs with at least 50% current PepsiCo members or newly enrolled PepsiCo members when there is a strong rationale);
- Focus training to ensure women who have particular roles (stay at home, go to the field on own farms, casual labor) receive appropriately targeted training;
- Integrate PepsiCo potato farming women into existing PepsiCo demonstration farms, meetings, etc., and support one or more land leasing groups to become demonstration farms.

3. Year I Review and Key Learning



Planned Year I Key Activities

1. Project-Level Women's Empowerment in Agriculture Index (PRO WEAI)/ Prindex Baseline and Monitoring, Evaluation, and Learning (MEL) Plan;
2. Training for PepsiCo staff in gender equality, women in agriculture, and gender-based violence;
3. Creation of Land leasing groups (LLG);
4. Revisions to PepsiCo potato package of practices (POP) materials;
5. Training for women's groups in potato POP and sustainable farming practices (SFPs);
6. Empowered Entrepreneurship training (EET);
7. Community norms change (NC);
8. Innovation challenge awards; and
9. Legal reform research.



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Actual Year I Implementation Plan Progress

- 7 of 13 activities completed (54%)
- 6 activities started, but not yet complete (46%):
 - EET, NC, innovation awards, GBV training, and PRO WEAI/Prindex delayed due to availability of staff, contextual tensions, and COVID-19; and
 - land reform advocacy study activity started in April; field work also delayed due to COVID-19.
- Learned about how to make the partnership effective in practice and used adaptive management to apply learning (e.g., synchronizing activity schedules with potato annual supply cycle; approaches to recruit and retain district level agronomists)



Initial Successes

1. This is the first time many participating women have ever received any agriculture training. They appreciated and enjoyed it!
2. Women are starting to see themselves as farmers, and their families are recognizing their roles in agriculture.
3. We developed a process to provide women with access to land through land leasing, and prototyped a “white paper” lease between the leasing parties, to go beyond verbal agreements, providing more security to both sides.



Key Results

- 499 women trained in potato agronomy training (47% PEPSI)
- 17 women participated in an innovative land leasing pilot



Year 1 Results – farm level



Harvest data from 94 women farmers*:

- 30 hectares of potatoes cultivated (56% for PepsiCo; an estimated 150 hectares total for all 499 households [HHs]);
- 846 metric tons (MT) of potatoes produced (445 MT or 53% by PepsiCo farmers):
 - extrapolating to all 499 women trained suggests approximately 4,230 MT potatoes produced, of which 2,225 MT were sold to PepsiCo.

- Average gross yield 30 tons/ha (non-PepsiCo growers);
- Average gross yield 26 tons/ha (PepsiCo growers+);
- PepsiCo net yield 24 tons/ha, with a 5% rejection rate.

+It is normal for PepsiCo potato chip varieties to yield slightly less than non-PepsiCo varieties, as PepsiCo varieties are for chips, rather than for baking and sauces (table varieties). Potato chip varieties traditionally have less water and more dry matter/starch.

*Due to COVID-19, ILRG was unable to interview all participating women at their sites; ILRG was able to call 94 of the participants to gather the harvest and yield data presented on this slide.

Making the Initial, Preliminary Business Case



Preliminary findings indicate women who participated in land leasing groups and agronomy training received similar or better yields than non-participating farmers, and had lower potato rejection rates on average. Women who participated in ILRG activities reported increased self-confidence and recognition from their community – early signs of increasing empowerment.

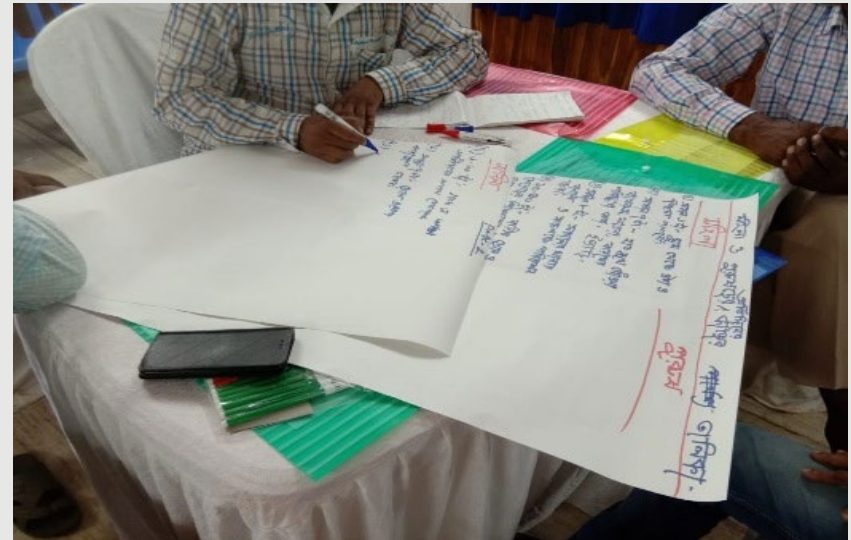
Year 1 Results – PepsiCo Level



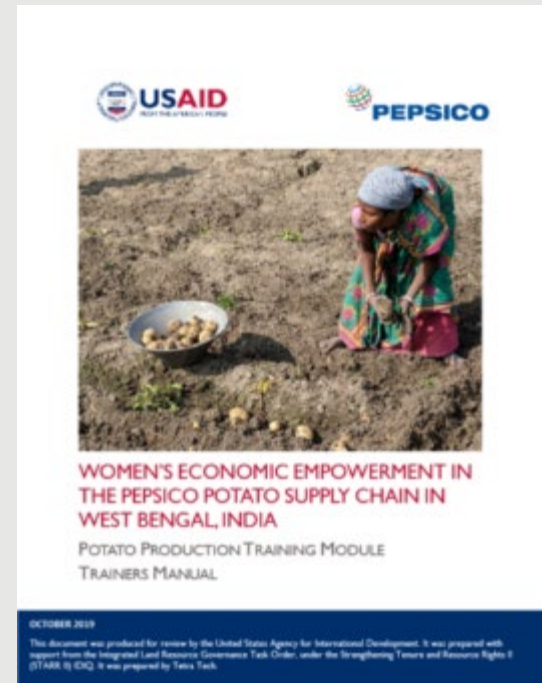
- August 2019 gender and women in agriculture training included the entire West Bengal PepsiCo team, plus Control Union;
- GBV primer and training manual developed, and translated into Bengali (delivery delayed due to PepsiCo West Bengal staff availability, and now COVID-19);
- Tips on how to work with women farmers developed and shared with the entire West Bengal team, including Control Union;
- Women's empowerment checklist developed and shared with the West Bengal PepsiCo team, including Control Union;
- Potato POP training for all PepsiCo staff in India updated to better reach women

Pintu Ghosh, Aggregator (Teligram), reflected on his takeaway from ILRG gender sensitization session:

“For the very first time I have taken an effort to provide seeds on credit to my women farmers. Even I want to see them taking the responsibility and getting empowered.”



Training Manuals Developed



All materials available on the PepsiCo – USAID shared drive:
<https://drive.google.com/drive/folders/1TOBk9nfZHwglFSJn1ZQQ8YXGCijxbACP?usp=sharing>

GBV Materials Produced



All materials available on the PepsiCo – USAID shared drive:
<https://drive.google.com/drive/folders/1TOBk9nfZHwglFSJn1ZQQ8YXGCijxbACP?usp=sharing>

Learning Points from Year 1

1. Women are interested in learning about potato production – they participated actively in and prioritized these trainings.
2. Women are busy and we need to condense training modules into fewer, smaller sessions that can be practiced and applied directly in the field.
3. More visual aids and videos are needed to improve training quality and effectiveness.
4. PepsiCo staff are busy – we can't organize training events with or for them, or engage them, in September/October or February/March; the initial schedule avoided these times, yet delays in coming to agreement on final implementation had a domino effect on the timeline.
5. Aggregators are willing to support women's empowerment once they understand how it affects their business model and bottom line – Year 1 stories reflect this.
6. Producing PepsiCo potatoes is not always as lucrative as producing traditional potatoes, so it is important that women (and PepsiCo's local team) understand what realistic profits look like and what the costs and benefits are of producing different types of potatoes for different markets. Lease terms need to take account of this.
7. Inclusion of women who are members of current PepsiCo supplier households was inadequate in Year 1. Based on learning, we can define more clearly the rolls of participating women vis-à-vis the PepsiCo supply chain and assure appropriate targeting of women for participation in activities for Year 2 to align with the Activity purpose; prioritizing women that have a role in relation to a current supplier and then on prospective PepsiCo suppliers (growing the pipeline).
8. PepsiCo farmers are often better off economically than non-PepsiCo farmers, and have more access to and control over resources generally than non-PepsiCo farmers.

4. Year 1 Feedback



The feedback in this section is presented as expressed by those who provided it

4a. Year 1 Feedback from ILRG Field Staff and PepsiCo Field Team



What Went Well?

- Overall coordination in the field
- Support from the PepsiCo field team
- Development of user-friendly training materials for illiterate farmers
- Active participation by women in training, and interest in learning about potato production practices
- Support from families and communities to women's training
- Written lease agreements were successfully developed
- Increased knowledge and interest of women's groups to the PepsiCo supply chain
- PepsiCo team came up with many ideas to include women (e.g., KPIs)
- Increased women's confidence
- Women became more confident & vocal
- Stakeholders see women as farmers now



Biggest Challenges

- Identification and selection of women's groups: 234 (47%) of the 499 women's group members are involved in the Pepsi potato supply chain
- How to reach *more* PepsiCo farmer households?
- Reaching illiterate women
- Convincing agronomists, aggregators, and farmers of the relationship between training women and growth in their business
- Farmer and PepsiCo staff availability/time
- Unfavorable weather, potato disease
- High price of table potatoes > PepsiCo
- Harmful gender norms about women's economic empowerment and farming
- Communication and coordination
- COVID-19



If We Could Start All Over Today, What Would We Do Differently?



- Start training in June, not September
 - Start with training and sensitization of senior PepsiCo management in Delhi and PepsiCo field managers; common vision
 - Target aggregators as first movers; with gender awareness, then with potential opportunities for women as record keepers, farm laborers, land leasing, sub-vendors, and sorting and packaging tasks.
-
- Reach all or a maximum of PepsiCo farmers and households; better women's group selection
 - Small video clips in local language for all training modules
 - Organize more field visits for women, aggregators, and PepsiCo agronomists
 - Share successes from different countries, of what results can be (visioning)

4b. Feedback from Key Stakeholders



Feedback from women's groups themselves

Successes	Challenges	Suggestions
<ul style="list-style-type: none">• First time women received agronomy training; an opportunity to learn• Appreciated topics covered and shared their knowledge with family• Appreciated training approaches used• Received updated knowledge on the science of potato cultivation to combine with traditional knowledge.• Increased awareness of the importance of personal protective equipment (PPE)• Appreciated field support from community agronomists	<ul style="list-style-type: none">• Time management is a problem; some members were unable to attend training due to competing tasks• Couldn't complete POP training due to weather/ COVID-19• Poor quality of seed• High price of table potato affected profits• PPE unavailable in local shops.• In case of LLG Eid Mubarak, women don't traditionally work in the field	<ul style="list-style-type: none">• Schedule fewer trainings (adapt the modules)• Train women on other crops, using concepts they can apply to potato production• Have more discussion on reducing rejection rate, soil fertility management, and diseases preventive measures.• Provide videos in local language.• Ensure access to PPE in local shops• Do more demonstrations

Feedback on land leasing groups

Successes	Challenges	Suggestions
<ul style="list-style-type: none">• Both groups were capable – strong group dynamics, farming experience, buy-in from PepsiCo staff, etc.• Both groups overcame challenges – poor weather, blight infection, poor seed quality• Women were able to organize and manage farming activities• Groups were productive and made profit, and were more successful than nearby farmers• Significant improvement in women’s attitude and confidence regarding farming• Key stakeholders (PepsiCo agronomists and aggregators, family, and community) supported the groups• Both groups are interested in continuing to farm PepsiCo potatoes next season	<ul style="list-style-type: none">• Limited time to select SHGs• Not everyone worked equally in the field• Poor seed quality• Weather• Blight• Variable cost contracts (instead of fixed cost contracts)• Production and profitability were lower than expected• COVID-19 – couldn’t meet in person for exit interviews (held limited remote interviews)	<ul style="list-style-type: none">• Dedicate more time to group selection• Ensure better seed quality• Pilot crop insurance• Promote fixed contract vs. variable contract lease• Use cropping systems to reduce risk of disease and weather• Continue to allow women to decide how to organize farming activities and labor• Promote record keeping technology

Feedback from PepsiCo staff and aggregators

Successes

- Good approach and content of POP trainings
- Good attendance by PepsiCo field team
- Acknowledge the importance of involving women in agriculture for the 1st time
- Pre and post assessments helped participants remember key learning
- Quizzes, games, role play ensures active participation and made learning fun
- Session on reasons for potato rejection especially helped aggregators
- Sessions on seed cutting, storage of agro-chem, use of PPE – very helpful for all, even those not going to field
- Deployment of community agronomists appreciated by coop societies

Recommendations

- Reach PepsiCo women directly through aggregators and PepsiCo field staff, rather than only through women's groups; invite agronomists & aggregators to all trainings.
- In Y2, cover all SFP training topics with women in PepsiCo households;
- Have regular field visits by ILRG agronomists to check practices and provide hands-on support
- Use land leasing sites to demonstrate improved practices
- Begin POP trainings before the potato season
- Provide a common orientation for PepsiCo & ILRG agronomists on potato practices
- Develop more video clips, using local examples, pictures, and stories
- Develop pictorial handouts with simple messages for all participants

5. Proposed Y2 Activities



Continuation of Year 1 Activities into Year 2

Activity	Y1 Summary Progress & Y2 Projected Actions	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Women's group land leasing	Y1: 2 groups selected, supported; written leases used & PepsiCo potato successfully grown; learning reports completed. Y2: expand activity to add 10 new groups and continue support to Y1 groups.												
Train women potato farmers	Y1: materials developed, trainers trained, 499 women trained in potato agronomy; feedback used. Y2: evolve materials and delivery approaches; increase reach (directly) to existing PepsiCo suppliers; continue trainings; add land literacy training.												
Norms change	Y1: approaches defined; materials tailored to context and other preparation done; roll out delayed. Y2: finalize preparations and implement when viable.												
Empowered Entrepreneurship training	Y1: JHU engaged; TOT complete; materials adapted; implementation delayed. Y2: implement when viable.												
Integrate gender into training and materials	Y1: adapted and created agronomy materials; recommendations made for global SFP materials; Y2: update agronomy materials using Y1 feedback; evolve local SFP materials; orient agronomists.												
Build capacity of PepsiCo staff	Y1: women in ag training materials developed; training delivered; GBV primers done; GBV training course designed. Y2: do training & check ins; establish online WEE certification.												
Promote legal change	Y1: desk research report complete. Y2: complete interviews; make advocacy plan; advance advocacy.												
Promote innovative partnerships	Y1: "mini-study" informed revised challenge award approach. Y2: implement contests; develop demo farms with women; find norms change and WEE partners.												

Year 2 Priorities



Improve targeting



Increase men's engagement and involvement



Communication, connections, partnerships and learning



Increase uptake with creative visuals, hands-on advice and motivational tactics



Making and documenting the business case



Preparing for PepsiCo handover/ sustainability

Typology of Women POP & SFP Training Participants: Categorized by Role vis-à-vis PepsiCo Supplier Households

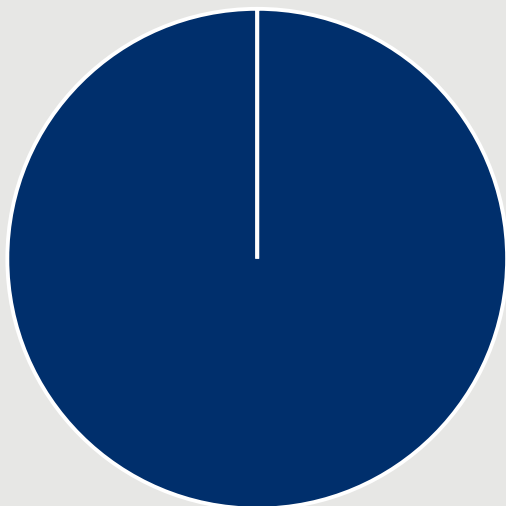
- Women in PepsiCo supplier households (official contact farmers)
 - (A) Women who work with their husbands in the fields (planting, weeding, harvesting)
 - (B) Women who don't work in the field, but have related household or farm management roles in PepsiCo households (seed prep, crop residue management/animal husbandry, feeding laborers, etc.)
- Other local women contributors to the PepsiCo supply chain (a sub-set of women's group members)
 - (C) Women in unofficial/unregistered supplier households
 - (D) Women day laborers working on registered or unregistered PepsiCo household farms

- (E) Training participants also include women who currently grow only table potatoes → potential new entrants to PepsiCo supply chain

Course Correction in Targeting of Agro/SFP Training: How are Women in PepsiCo existing Supplier HHs Reached?

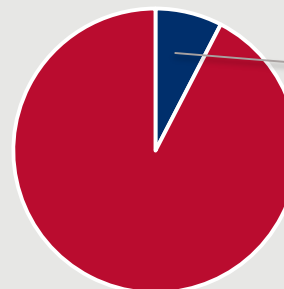
YEAR 1

All categories



YEAR 2

Women in existing off. supplier HHs



Women from PepsiCo existing supplier HHs that are members of the YI women's groups

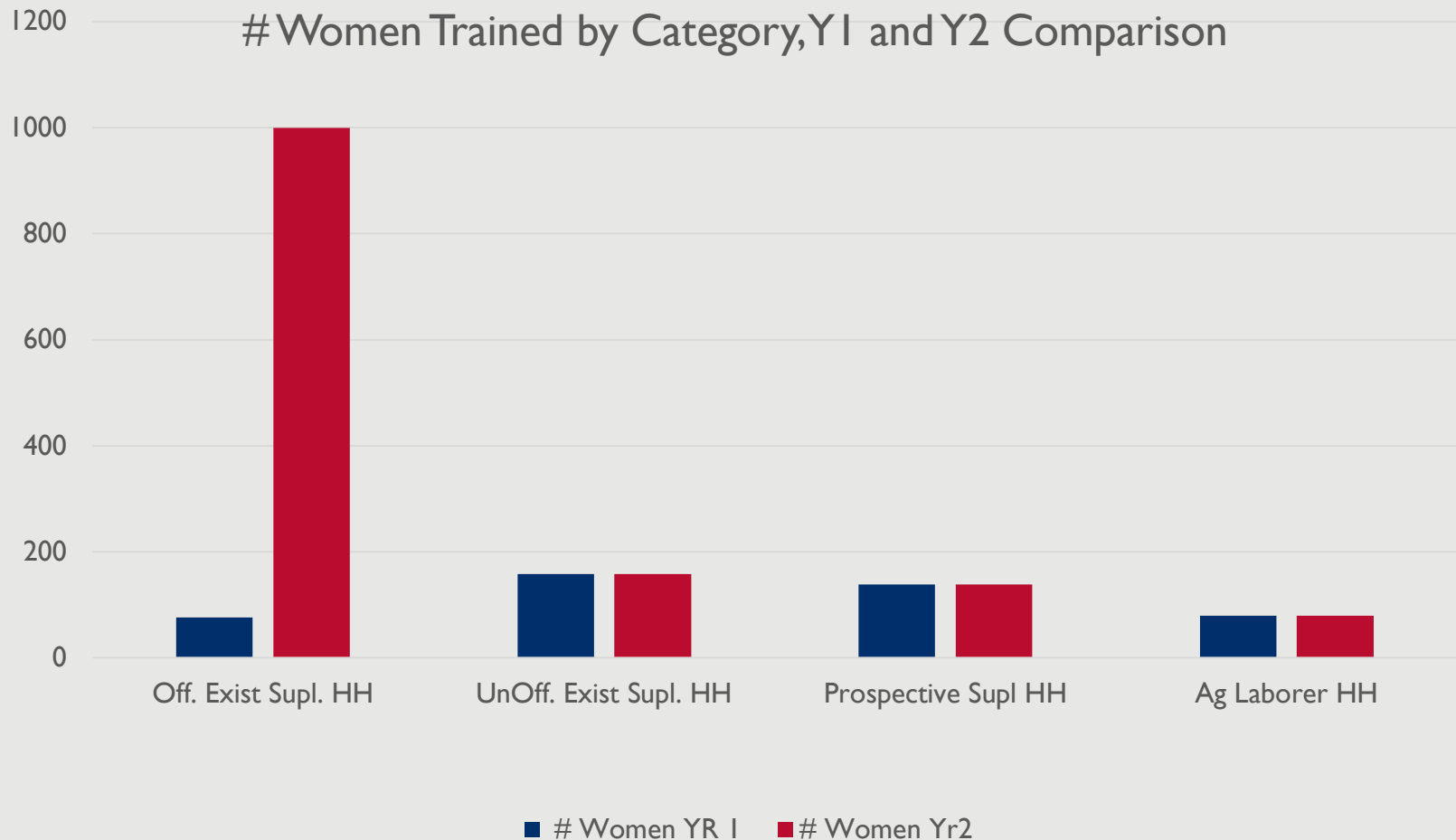
Other relevant women



 Trained via women's group

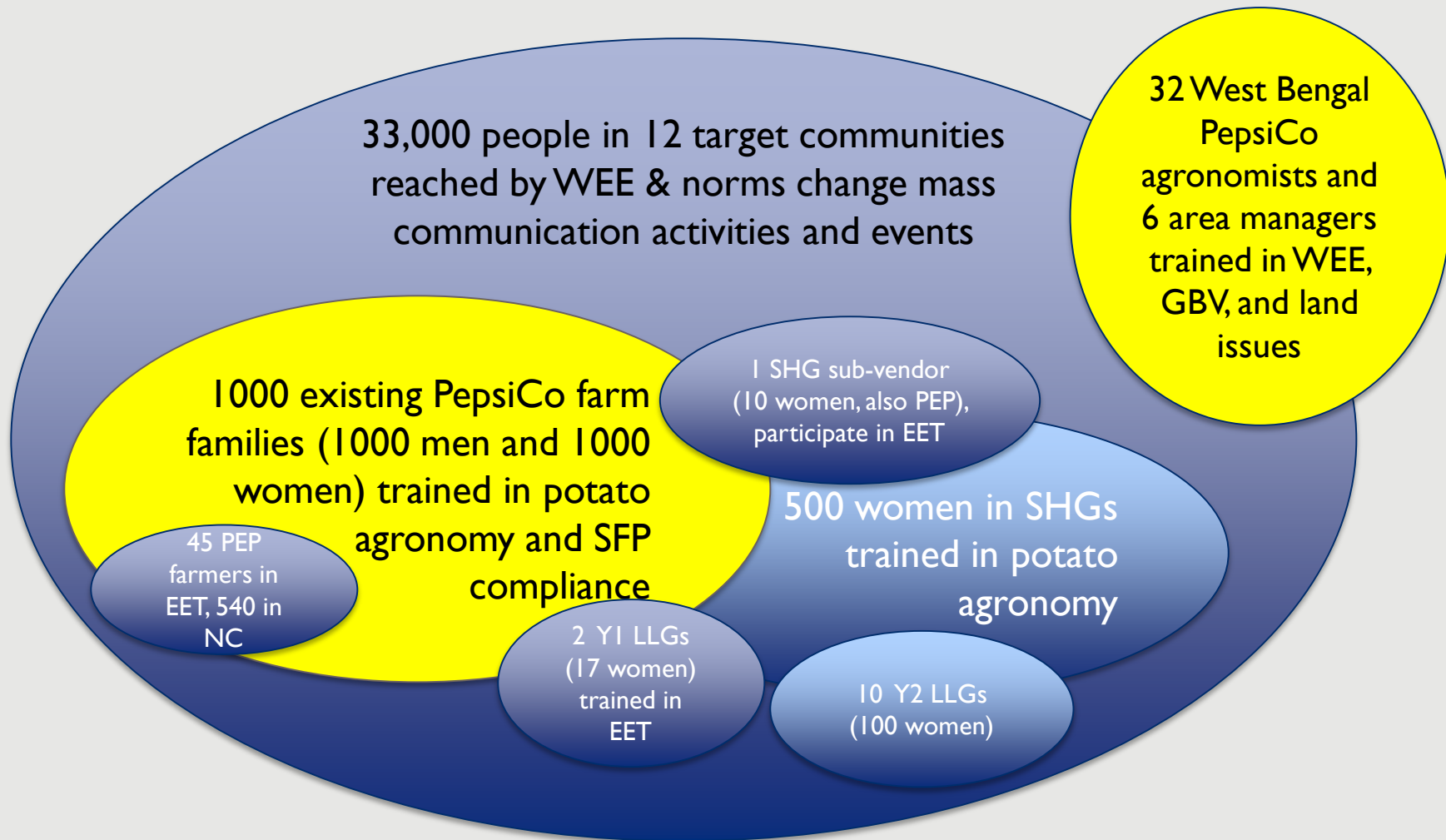
 Trained outside of women's group

Course Correction in Targeting of Training Activities: How Many Women in Existing PepsiCo Supplier HHs Reached?



Activity	Target Groups, Target Outputs and Expected Outcomes
1.1 Land leasing groups (LLG)	<ul style="list-style-type: none"> • 17 women from 2 groups from Y1 (+12 women in LLG an aggregator supported in Y1) • 100 women from 10 new Y2 groups (from among the 48 Y1 groups supported with potato POP and SFP training in Y1 – including LLG)
1.2 Potato POP and SFP training, including land	<ul style="list-style-type: none"> • ~ 1000 official PepsiCo farming households, via paired PepsiCo/ILRG training with PEP/ILRG agronomists/ Aggregators • ~ 500 women’s group members (includes 76 from the 1,000 officially linked farming HHs) <ul style="list-style-type: none"> • Women in ~ 158 informal supplier HHs • ~ 80 day laborers/wives of day laborers on PepsiCo HH farms • 139 Women prospective new entrants
1.3 Empowered Entrepreneurship training	<ul style="list-style-type: none"> • Phase I: 21 women – 4 community agronomists (might add 8 more), 17 Y1 LLG women • Phase II: 24 people – 12 aggregators and their wives
1.4 Norms change (NC), includes Gender Action Learning (GALS) and Nurturing Connections	<ul style="list-style-type: none"> • GALS: 300 people (6 villages * 50 PepsiCo supplier champions, 25 HHs – 2 people/HH, husband and wife) • NuCon: 240 people (6 villages * 40 PepsiCo supplier participants. 20 HHs, 2 people – husband and wife) • Total: 540 people in 45 HHs in 12 communities
1.5 Engagement of women as PepsiCo sub-vendors	<ul style="list-style-type: none"> • 1 - 3 women’s LLGs • 10 – 30 women
2.1 Revised PepsiCo materials	N/A
2.2 Training of PepsiCo staff	32 agronomists + 6 area managers (plus women agronomists in Maharashtra, potentially)
3.1 Law and policy reform (at the state level)	<p>Liberalization of land leasing: ~15.3 million (male and women agricultural laborers and cultivators); joint titling: ~23 million (married women in WB)*</p> <p><i>*It is difficult to predict whether proposed law and policy reforms will be adopted during the lifecycle of the project. Initial findings indicate that the government may be more willing to liberalize land leasing for women’s groups as a first step.</i></p>
3.2 Partnerships for women’s	33,020 people in 12 target communities

Overlapping and Differentiated Participation and Outcomes



23 million married women and 15 million male and female agricultural laborers in West Bengal benefit from land policy reform

Strategic Approach I: Increase women's empowerment and gender equality at the farm, group, and community level



Proposed Activities

- 1.1 Create land leasing groups
- 1.2 Train women potato farmers:
 - Agronomy
 - SFP
 - Land
- 1.3 Facilitate norms change
- 1.4 Carry out Empowered Entrepreneurship training
- 1.5 Engage women as PepsiCo sub-vendors



Note: ILRG adjusted activity numbering compared to Year 1: 1.3 used to be innovation awards (now moved to partnership section, Approach 3) and EET was moved from 1.1b to its own activity (now 1.4)

Proposed Changes from Y1



- Expand community agronomists from 2 communities to 6 out of 12 communities, for better support and to respond to COVID-19 restrictions
- Integrate land mutation training as a potential service offering for community agronomists
- Support women as PepsiCo sub-vendors*
- Facilitate women-lead demo farms
- Adjust activity approaches to address challenges experienced in Year 1

**Note that ILRG perceives reduced sensitivity to supporting women as sub-vendors and opportunity to pilot this in Year 2; consultation with aggregators will be key.*

1.1 Women's Group Land Leasing

Justification/Rationale: Only 10% of land in India is registered to women. Access to land provides women with better access to credit and other productive resources necessary to earn a living and to support their family.

Description of the activity: Identify successful women in existing SHGs interested in producing potatoes as a group, and connect them with a PepsiCo aggregator willing to support them with potato seed and other inputs, and a land owner with good quality, irrigated land for leasing.

Expected Outcomes: 100 new land leasing participants + 17 YI participants; results used to advocate for law and policy reform (see 3.1)



Women's Land Leasing Groups (LLGs)

- **Expand to 10 additional land leasing groups (in total 12 LLGs)**
 - Selection will be restricted to the 12 pilot villages and demand-driven.
 - ILRG will explore groups starting with 48 SHGs already trained
 - All groups must meet selection criteria – this is critical
 - Aggregator and PepsiCo field agronomist support is critical
 - Continue to conduct bi-weekly training and check-in visits
- **Organize exposure/exchange visits between Year 1 and Year 2 groups**
 - opportunity to share Year 1 learning e.g., on financial terms of leases
- **Develop SHG land leasing demonstration farms**
- **Incorporate land related messaging and trainings** into existing training plans and modules.
 - Land literacy, importance of secure land tenure, women's land rights, women's rights of inheritance, women's access to land, record updating
- **Share results with State Rural Livelihood Mission (SRLM)**
- **Participate in Empowered Entrepreneurship Training (see Activity 1.4)**

I.2 Train Women Potato Farmers

- **Justification/Rationale:** Women need equal access to reliable information about potato production practices, in order to effectively contribute to their family enterprise. Women are key actors in several stages of potato production, including seed preparation, planting and harvesting, and often play key roles in soil fertility management.
- **Description of the activity:** Integrate SFP and women's economic empowerment (WEE) concepts into PepsiCo POP training modules, adapt the modules for illiterate women, and deliver training to women in PepsiCo households and interested SHGs, using community agronomists or field agronomists. Enhance delivery approaches and materials to motivate further uptake of practices.
- **Expected Outcomes:** 1,500 women trained in POP and SFP; increased SFP adoption, yield, and WEAI = business case.



Train Women Potato Farmers

- Directly target all official PepsiCo farm families, through aggregators, and target unofficial PepsiCo growers and laborers using existing women's groups
 - Synchronize scheduling of ILRG and PepsiCo trainings (link husband and wife)
 - Invite lead farmers to all trainings
 - Develop women-led demo farms
 - Integrate contests, games, and participatory approaches into all modules, with demo-based training
 - Increase field visits and follow up
 - Develop more materials in Bengali
 - Develop video clips
 - Revise module to include all SFP elements (SFP+POP)
 - Conduct mobile outreach during COVID-19



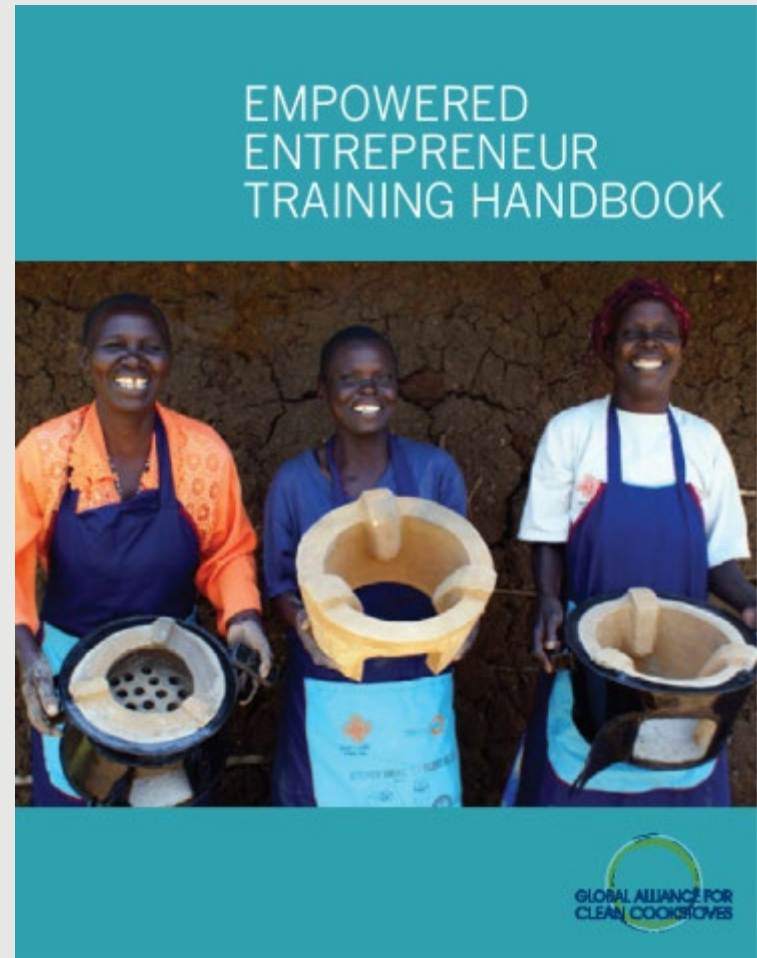
Norms Change (NC)

- **Two approaches to test in 6 communities each**
 - **Gender Actions & Learning System (GALS)**: takes 12-18 months to complete a cycle, using 3 participatory workshops of 3- 5 days; works with couples to develop family vision and action plans, with local change agents to ensure sustainability
 - **Nurturing Connections (NC)**: takes 4 months of weekly 2-hour meetings, targets communities of men and women separately, also proven effective
- Development of customized modules and handouts in Bengali began in Year 1
- **Will target PepsiCo farming families**
- Final evaluation to determine benefits and cost – value for money, scalability.
- Will integrate community level GBV training within norms change activities, rather than organizing stand-alone GBV training.
- **Work with PepsiCo Delhi team to integrate women's empowerment themes into PepsiCo marketing materials and campaigns**

I.4 Empowered Entrepreneurship

Justification/Rationale: Women lack both the financial management and business skills, as well as the leadership experience and self-awareness needed to succeed in business. Developed by the Global Alliance for Clean Cookstoves, the Empowered Entrepreneurship training (EET) program will be used to support women entrepreneurs, including women in land leasing groups, women sub-vendors, and women in PepsiCo farming households. Men will also be engaged in the training program.

Expected Outcomes: 45 PepsiCo potato small business owners/entrepreneurs trained, leading to increased women's empowerment, and improved enterprise performance (contributing to making the business case)



Empowered Entrepreneurship

- The approach includes 8 modules covering building business skills, finding voice and empowerment, and developing leadership goals; sub-topics, such as financial literacy are covered as relevant or of interest to the participants
- 26 modules over 5 days, with 1:1 mentoring



- First round will target community agronomists (4) and LLGs (2 groups, 17 people, all women)
- Second round will target PepsiCo aggregators and their wives, women sub-vendors, lead farmers (50% men and women)

In Year 1, training of the trainers was provided for ILRG staff and a consultant was engaged; materials being adapted to Bengali now.

1.5 Engage Women as Sub-Vendors

Justification/Rationale: For women to become leaders in the PepsiCo potato supply chain, they need the time and the recognized roles, responsibilities and skills to do so. Working with existing PepsiCo aggregators, we will identify key women's groups who are ready to serve as sub-vendors, with aggregator support.

Description of the activity: ILRG will work with PepsiCo to identify aggregators who are interested in supporting women's groups as sub-vendors, to increase their reach to women farmers. We will train 1 – 2 identified women's groups in EET and ensure they have the financial management skills, business management skills, leadership, and communication skills, combined with the mentoring and support needed to succeed as sub-vendors in Y3.



Expected Outcomes: 10 – 20 businesswomen work together to share risk and rewards in a new economic enterprise, and are recognized as entrepreneurs and leaders in the PepsiCo supply chain, creating a new mechanism to increase PepsiCo's reach to women and the benefits that accrue to women in the supply chain, and increasing women's interest in participating in PepsiCo's supply chain.

Strategic Approach 2: Strengthen PepsiCo's global and local gender knowledge, awareness, and capabilities



2.1 Integrate Gender into Existing PepsiCo Training, Extension Materials, and Monitoring Practices

Justification/Rationale: Existing PepsiCo training materials were developed mostly for field staff, who are predominantly literate men. In Year 1, ILRG staff modified existing PepsiCo training materials for illiterate populations, adding drawings and illustrations, interactive training tools and approaches, and making them more gender sensitive and aware (adding pictures of women and discussing women's roles within the potato supply chain and the production process). In Y2 we will continue this iterative process of refining and implementing training materials adapted for women.

- Capture lessons learned from Y1 to improve Y2 POP training materials
- Adapt SFP training materials for women
- Develop more farmer-led videos to include in the training program
- Develop new handouts in Bengali

Expected Outcomes: Revised and improved SFP and POP manuals and materials developed, appropriate for women farmers in West Bengal. 1,500 farmers trained using the revised materials, and PepsiCo West Bengal staff trained in their use.

Training Materials

- **POP**

- Continue to refine materials based on YI feedback.
- Develop handouts with pictures and graphics, to explain key concepts
- Use local pictures/flip charts
- Develop videos of farmer experiences, women's faces from the field.
- Incorporate SFP into POP
- Simplify micronutrient and macronutrient module

- **SFP**

- All SFP practices will be integrated into POP training
- Develop customized materials in Bengali on all SFP elements
- Exclusive SFP training in July – August
- Contests, communications



2.2 Build Capacity of PepsiCo Staff in Gender and Women's Empowerment Tools and Approaches

Justification/Rationale: Most PepsiCo field staff are men, and few of them have received any gender training. In order to reach, benefit, and empower women in their work, they need to understand basic gender and women's empowerment principles and practice applying them in their work. The benefits staff receive from using gender sensitive tools and approaches will be documented and shared with other PepsiCo staff, to promote cultural shifts within PepsiCo that contribute to improving PepsiCo's bottom line.

Description of the activity: In Year 1, PepsiCo area managers and field agronomists in West Bengal participated in a two-day training on gender equality, women's empowerment and women in agriculture. This training will be followed up by small group training on gender-based violence, and additional mentoring and support to help staff practice their new skills. Development of an online gender and women's empowerment certification program will be explored, and if viable, developed to facilitate standardization of key concepts across PepsiCo staff. PepsiCo staff who reach, benefit and empower more women customers and clients should be recognized and rewarded. ILRG will evaluate scalability of this approach.

Expected Outcomes: All PepsiCo field staff in West Bengal trained in gender, women's roles in agriculture, and GBV. Standardized training materials and manual developed and shared with PepsiCo. Online certification program available and staff recognized and rewarded for their participation in these training programs. Brief on scalability is prepared.

Training PepsiCo Staff



- Joint ILRG – PepsiCo agronomist training (POP, extension/communication) in June – August, to promote coordination and communication
- Gender/women in agriculture and GBV follow-up training and mentoring
- Link to women agronomists in Maharashtra (men too!)
- Explore women’s economic empowerment certification for agronomists
- Explore and pilot approaches to motivate engagement by recognition (and potentially rewards) for successfully reaching and engaging women

2.3 Learn from Another W-GDP Project in India with BRPL

Justification/Rationale: Tetra Tech implements another W-GDP activity in India with BSES Rajdhani Power Limited (BRPL) in Delhi. That program works with the BRPL team to promote women's empowerment throughout the employee life cycle and has trained over 200 employees on unconscious bias and GBV. They also introduced a paternity leave policy.

Description of the Activity: ILRG will review results to date with BRPL, to identify the sub-set of best practices most relevant to PepsiCo Sustainable Agriculture Team. ILRG will then organize an exchange visit and learning activity for BRPL and PepsiCo senior management in Delhi, to learn about this project and share insights on relevant best practices as well as views on benefits, experiences, challenges, and lessons learned on integrating women's empowerment and equality activities into their workstreams. After the exchange visit, ILRG will explore with PepsiCo how they might want to integrate learnings into ILRG support.

Expected Outcomes: PepsiCo India learns about other W-GDP initiatives and can compare their experiences and approaches, and learn from them to continue on their journey to promote WEE throughout the industry.

Learn more about BRPL: [USAID Engendering Utilities Partner Profile: BPRL, India](#)

Strategic Approach 3:

Leverage additional government and private sector partnerships for sustainability and scalability



3.1 Explore Legal and Policy Reform to Permit Joint Titling of Land and Liberalization of Agricultural Tenancy

Justification/Rationale: West Bengal law restricts most types of agricultural tenancy. This means that any landlord who leases land is liable to lose such land to the state. This restriction on leasing is not in the best interest of PepsiCo and its farming families because such restrictions have been shown to decrease productivity, limit farmers' access to land and other critical resources (e.g., credit, insurance), and make it difficult to provide evidence to support their rights to use land, as required by PepsiCo's SFP.

West Bengal law also prohibits women from jointly owning land with their husbands. This is a major impediment towards women's empowerment within households and the PepsiCo supply chain, as women's land ownership has proven to be an important key to enhancing the livelihoods of women, their households, and their communities.

By promoting policy reforms to permit joint titling and land leasing, women will be enabled and empowered to produce more potatoes for the PepsiCo supply chain.

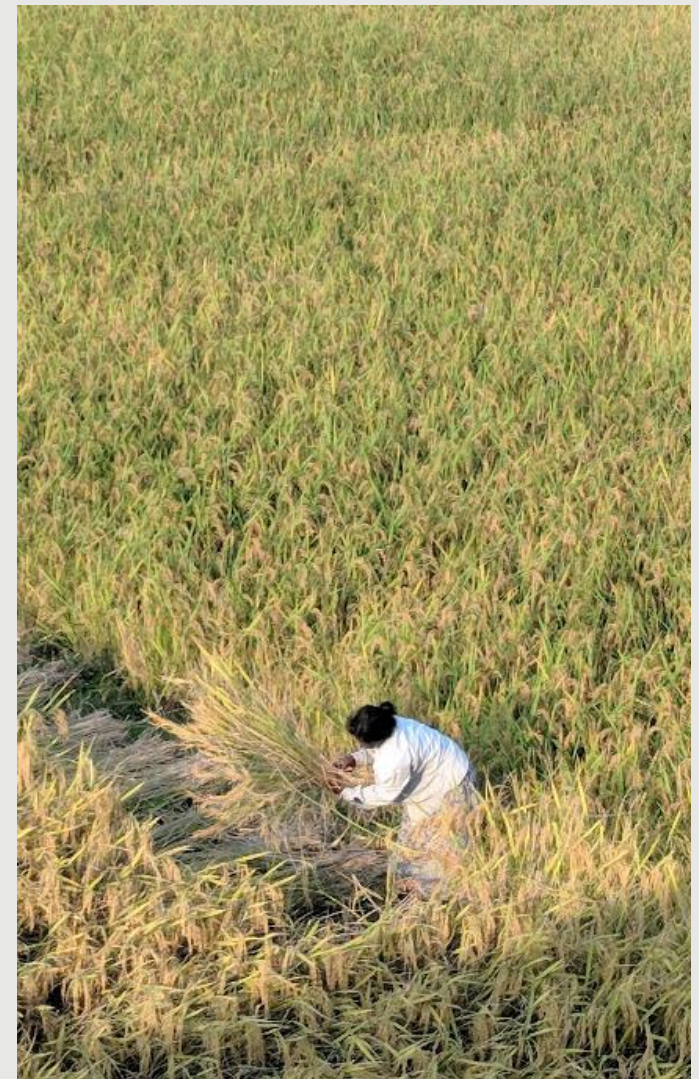
Description of the Activity: ILRG will complete a study on the feasibility of law and policy reform regarding joint titling and tenancy liberalization (desk study is complete, but fieldwork is delayed because of COVID) and complete an advocacy plan to serve as a work plan for Y2 (also delayed because of COVID). Y2 activities will include, for example: sharing relevant outcomes from Y1 LLGs and research findings with policy makers via policy briefs, drafting sample legal and policy reform language, and circulating language for comment with key stakeholders via potential workshops and other events

Expected Outcomes: Law and policy reform language is finalized and West Bengal government appears open to adopting reforms.

Legal Reform and Advocacy

Goal: Government demonstrates flexibility to liberalize agricultural tenancy and permit joint titling

- Allows women's groups to meet SFP requirements related to land
- Allows PepsiCo tenant farmers to meet SFP requirements related to land
- Contributes to growth of the PepsiCo supply chain
- Finish Y1 study (desk study complete; field research will occur in Y2 due to COVID delays),
- Develop advocacy plan to serve as Y2 work plan
 - Share relevant outcomes from Y1 LLGs with policy makers via policy briefs
 - Share relevant outcomes from research findings with policy makers via policy briefs
 - Draft sample legal and policy reform language
 - Circulate language for comment with key stakeholders via potential workshops and other events



Note: PepsiCo legal and policy team and USAID, as appropriate, will review the advocacy plan before it is implemented and will also review materials before sharing with government stakeholders. ILRG will assure the advocacy plan stays appropriate to context changes context during implementation.

3.2 Promote Innovative Partnerships to Promote Timesaving, Norms Change, WEE, and SFPs

Justification/Rationale: PepsiCo cannot address all of the systemic issues affecting women's empowerment, SFP compliance, and agricultural productivity alone. Deep cultural experiences and constraints affect farmer decision making, and government policies affect the choices that farmers make regarding land use. Farmers are using their land for production beyond PepsiCo potatoes, and so there are key areas where PepsiCo can leverage other agricultural stakeholders and government to increase SFP compliance and scale adoption of practices that lead to SFP compliance.

Expected Outcomes: Through 5 – 10 partnerships, PepsiCo is able to scale up WEE programs throughout West Bengal, and the partnership model can be applied in other regions of India.

Description of the activity: ILRG will work with local stakeholders including technical universities and training institutes, agrochemical companies, soil labs, farmer cooperative societies, microcredit institutions, insurance suppliers, government service providers, NRLM, media and communication firms, and PepsiCo partners such as Water Aid and CARE, to leverage resources to support SFP adoption and women's empowerment. PepsiCo's marketing team will be leveraged to promote women's empowerment stories and successes.

Partnerships to Promote Innovation, Timesaving, Norms Change, WEE, and SFP

Potential partners include agro-input companies, equipment/machinery suppliers, local universities or training institutions, PepsiCo partners like WaterAid and CARE, cooperative societies, government (agencies or programs such as SRLM), FAO, IFAD, World Bank, BMG, etc.

- Joint model farm implementation with 2 land leasing groups to promote SFP adoption
- Joint media and communication campaigns for SFP, NC and WEE (with appropriate concurrence from USAID and PepsiCo for all specific media and communications materials)
- Joint trainings on SFP, WEE and POP
- Shared training and communication materials
- Contests and awards to promote SFP adoption, NC and WEE
- Facilitation of scaling up gender norms change work by identifying at least 2 local partners and organizations willing to support it.
- Identify ways to involve youth organizations – farmers of tomorrow



Women's Time: How Can We Respect and Protect Women's Time and Promote More Equitable Divisions of Labor?

During the initial gender assessment ILRG collected data on how women use their time and pressure areas. Recognizing that women have limited time available each day, it is critical that all ILRG approaches and proposed PepsiCo interventions integrate seamlessly into existing activities women engage in (such as women's groups and potato seed preparation), that efficiency is promoted through time saving approaches, and that more equitable divisions of labor are promoted through norms change work. Approaches to save women's time are incorporated into this workplan in the following ways:

- Integrating trainings for men and women into SFP, WEE, and POP to avoid overburdening women's time
- Organizing training events at places and times convenient for women and offering logistical support if/as needed
- Using mass media and communication campaigns and tools to reach women when and where they are comfortable
- Contests and awards to promote SFP adoption, NC, and WEE
- Gender norms change work with men and women promoting equitable divisions of labor
- Identification of partners to develop time-saving equipment and tools for women and promoting their use through demonstration farms



A Learning Opportunity: The Unilever Marketing Approach in India

Activity: Learn more about the Unilever program, including challenges, successes, and impacts, and organize an exchange discussion between PepsiCo senior management and Unilever to share learning. Use this learning to inform the design, development, and roll-out of a PepsiCo marketing campaign that supports women's economic empowerment within the potato supply chain.



Kan Khajura Tesan

Hindustan Unilever's innovative mobile marketing initiative, Kan Khajura Tesan, has been recognized with the prestigious Lions Gold awards at Cannes. It has been awarded three gold medals for the use of audio, and the use of mobile technologies.

Kan Khajura Tesan is a social marketing radio channel. It is designed to help Unilever engage with rural consumers in media dark areas. It is the first fully advertiser-funded mobile based entertainment-on-demand initiative in India.

The driving force behind this campaign is the fact that a large percentage of consumers are in media dark villages and cannot be reached via traditional media like TV, radio and print. In these rural areas access to TV and radio is limited and constrained by poor availability of electricity.

Learn more about the program here:

<https://www.youtube.com/watch?v=kF9eMMzILus>

6. COVID-19 and Activity Implementation

ILRG will continue to track and adapt, in consultation with PepsiCo, USAID, Control Union, and local communities.



COVID-19 Adaptive Management Best Practices

- Develop strategies to reach women even when face to face interaction is not possible – prepare ahead of time
- Use technology more creatively and effectively to reach and communicate with stakeholders;
- Identify appropriate technologies, tools, and potential partners (radio, video, TV, soap operas, online training, phone calls, CD-ROM)
- Create “If – Then” scenarios for each activity
- Iteratively prioritize activities as needed
- Communicate and coordinate effectively, using multiple channels
- Link COVID-19 health and hygiene practices to women’s and men’s roles in the household and to promoted practices, SFPs
- Integrate COVID-19 response actions to PPE and life skills
- Use aggregators, community agronomists, women’s group leaders, farmer leaders, listening clubs, and others to reach people locally in their community, using phones, etc.
 - Smaller group formats and phone mentoring will require a larger number of community agronomists; important that they are trained and sensitized in terms of WEE and understanding GBV which seem to be on the rise worldwide during lockdowns.
- Remain vigilant to the threat of GBV during the COVID-19 crisis, as GBV risks increase in times of crises.
- Remain flexible and adapt

Potential COVID-19 Responses and Issues

Activity	COVID-19 response
Women's group land leasing	Rely on aggregators and PepsiCo field staff for direct support; phone/video calls; I:I and small group meetings
Training women potato farmers	Rely more on community agronomists Training in small groups (<10 people) Video/radio connections
Norms change activities (GALS, Nurturing Connections)	Rely more on community agronomists Training in small groups (<10 people) Video training?
Empowered Entrepreneurship Training	Rely more on community agronomists, I:I
Training PepsiCo staff	Zoom/webinar format?, online certification, I:I mentoring and support
Land reform/advocacy	Phone/video calls and I:I and small groups meetings
Integration with PepsiCo marketing	No impact
Partnerships for SFP, WEE, NC	No impact on developing partnerships, comms
Community agronomists	Demand for their services may increase
Women sub-vendors	Weekly phone mentoring
Land mutation services	Weekly phone mentoring

THANK YOU FOR YOUR
SUPPORT AND COMMITMENT
TO MAKING THE WORLD A
BETTER PLACE FOR WOMEN,
WHO MAKE UP 50% OF THE
WORLD'S POPULATION, AND
FOR THE NEXT GENERATION
OF YOUNG MEN AND WOMEN



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