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ILRG

USAID-PepsiCo Partnership to Empower Women in the Potato Supply Chain in West Bengal, India
Year 4 Implementation Plan (2022-2023)
May 2022

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

YEAR 4 IMPLEMENTATION PLAN (2022-2023)

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

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1. Background of the USAID-PepsiCo partnership
 - Overview & Activities

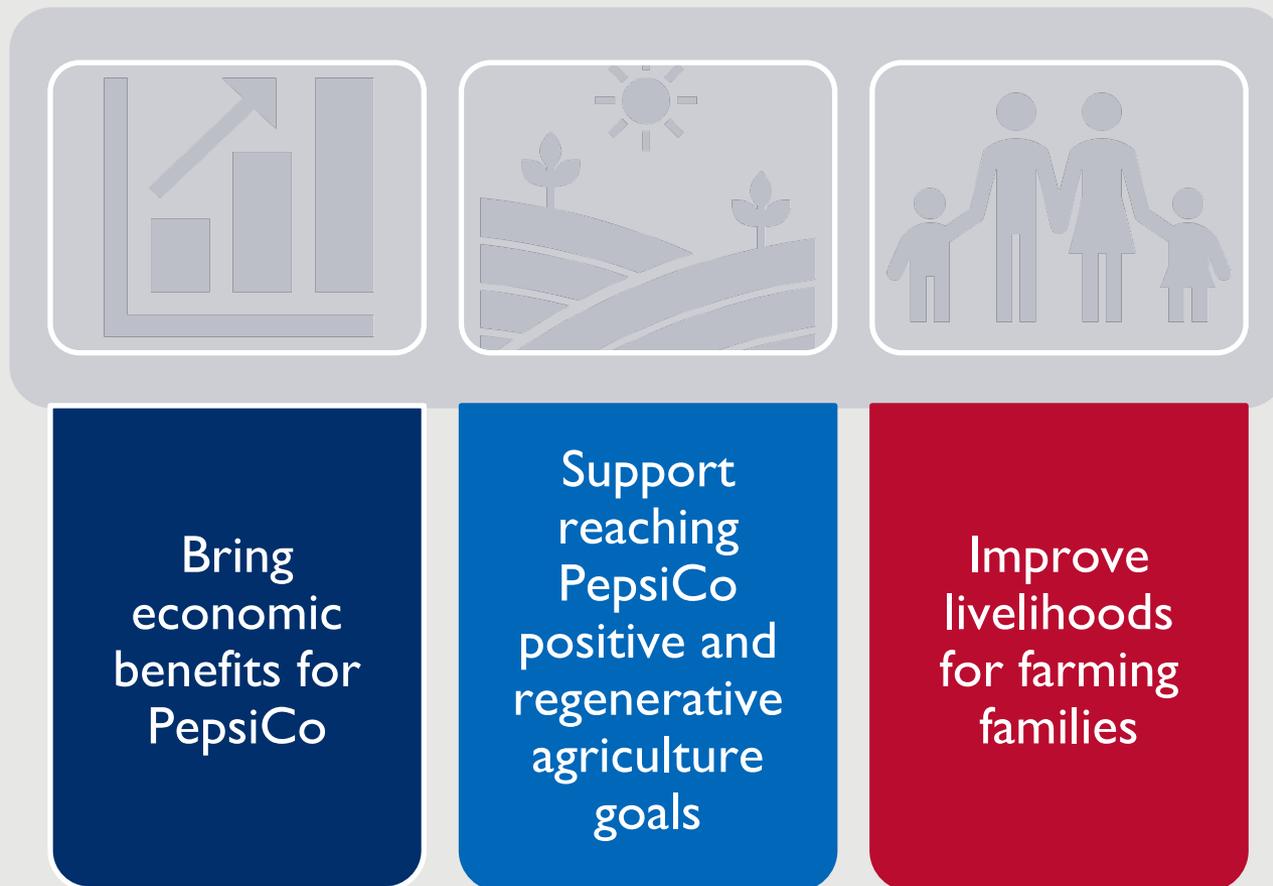
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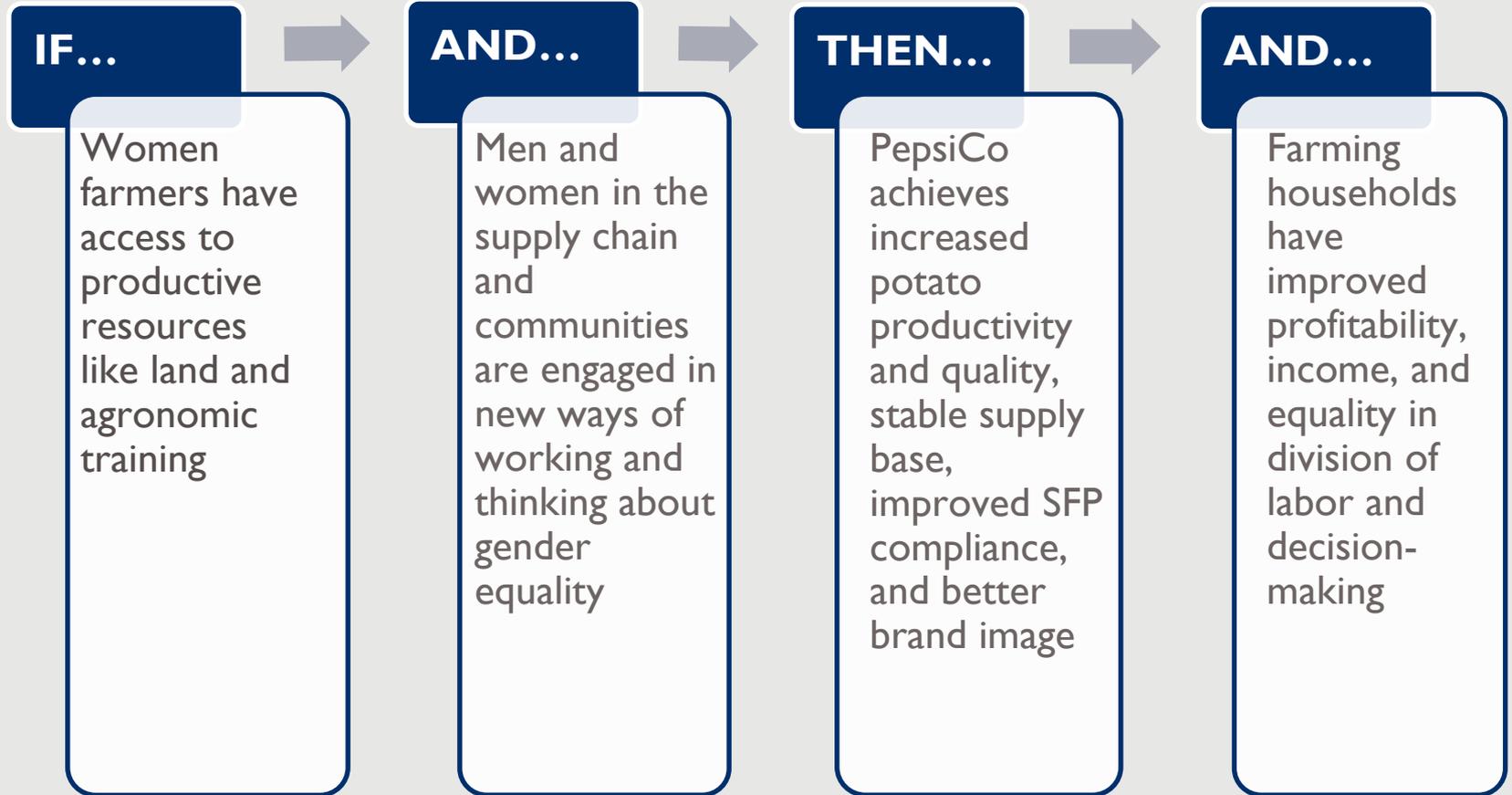
I. BACKGROUND OF THE USAID- PEPSICO PARTNERSHIP

PURPOSE OF USAID-PEPSICO PARTNERSHIP

Make the **business case for women's economic empowerment (WEE)** in the **PepsiCo potato supply chain in West Bengal**, demonstrating that reaching, benefiting, and empowering women:



THEORY OF CHANGE



ELEMENTS OF THE BUSINESS CASE FOR WEE IN WEST BENGAL

Positive changes
in attitudes and
perceptions of
women's roles in
potato
production

Improved
brand image

New
suppliers

Retention/
loyalty of
existing
farmers

Improved SFP
compliance

Increased
production
and yield

Higher
profitability
for farmers

STRATEGIC APPROACHES



Increase women's empowerment and gender equality at the farm and community level

- Increase women's access to land, agronomy knowledge, and economic decision-making
- Engage men and communities to recognize women's roles in farming and shift harmful gender norms



Strengthen PepsiCo's global and local gender knowledge, awareness, and capabilities

- Strengthen PepsiCo's internal knowledge and capacity on women's empowerment, gender-based violence, and women's land rights



Leverage Additional Partnerships for Sustainability and Scalability

- Leverage partnerships with government and other organizations to complement PepsiCo's efforts
- Strengthen legal and regulatory environment on land access and tenure security

OVERVIEW OF ACTIVITIES YEARS 1-3

Y1 (2019-2020)

Y2 (2020-2021)

Y3 (2021-2022)

ACTIVITIES

- Assessment
- Start up
- PepsiCo capacity
- Agronomy training (focus SHGs)
- Land leasing groups
- Baseline
- Data collection
- Learning and communications

- PepsiCo capacity
- Agronomy training
- Community Agronomists
- Land leasing groups
- Demonstration farm
- Gender norms change
- Land law and policy
- Data collection
- Learning and communications

- PepsiCo capacity
- Agronomy training
- Community Agronomists
- Land leasing groups
- Demonstration farms
- Entrepreneurship training
- Gender norms change
- Land law and policy
- Record updation
- Data collection
- Learning and communications

EXTERNAL CHALLENGES

- Price fluctuation
- Elections
- COVID-19

- COVID-19
- Price fluctuation
- Farmers' protests
- Elections

- COVID-19
- Floods
- Availability of seeds for replantation

2. KEY YEAR 3 RESULTS AND CHALLENGES

2021-2022 POTATO SEASON CONTEXT

- Untimely heavy rains during potato plantation in early December flooded fields for days or weeks
- Farmers who had already planted potatoes experienced great loss
- Farmers had to incur additional costs to re-plant fully or partially
- Planting was delayed and seeds that had been submerged were damaged, leading to lower output and potato quality
- Local market was disrupted - due to a scarcity of PepsiCo seeds, the high price of chemical fertilizers, and a higher price for table potatoes, many farmers opted to plant table potatoes instead of PepsiCo
- Direct implications for the project:
 - Lower productivity and higher costs impacted profitability
 - 11 out of 12 demo farmers and 7 out of 10 LLGs proceeded as planned
 - Farmers were anxious throughout the season, requiring additional support

YEAR 3 ASSESSMENT PLAN

- Goals: gather preliminary business case results; provide data for PepsiCo Livelihoods Measurement Framework; and inform Year 4 workplanning
- Tools:
 - Beginning and end of season survey with ~155 women farmers
 - Survey with ~40 PepsiCo staff
 - Productivity data from PepsiCo and farmers
 - Interviews and Focus Group Discussions with men and women farmers and PepsiCo staff and aggregators
 - Comparison with 2019 baseline as feasible

| | |
|---|---|
| Women's Economic Empowerment Results | <ul style="list-style-type: none">• Women's confidence, decision-making, land rights; resource access & control; and time availability• Training & practice adoption |
| Business Results | <ul style="list-style-type: none">• Productivity (yield) and profitability (income)• Brand image and loyalty |
| PepsiCo Capacity Results | <ul style="list-style-type: none">• PepsiCo staff perceptions and attitudes on gender equality and women's empowerment• Individual and institutional capacity |

WOMEN'S ECONOMIC EMPOWERMENT RESULTS



Improved confidence as a farmer



Recognized as equal contributor to household income



Improved ability to participate in decisions about farming and household income



Improved access to productive resources (land, tools and equipment)



Saw improvement in division of caring and household labor with their partner

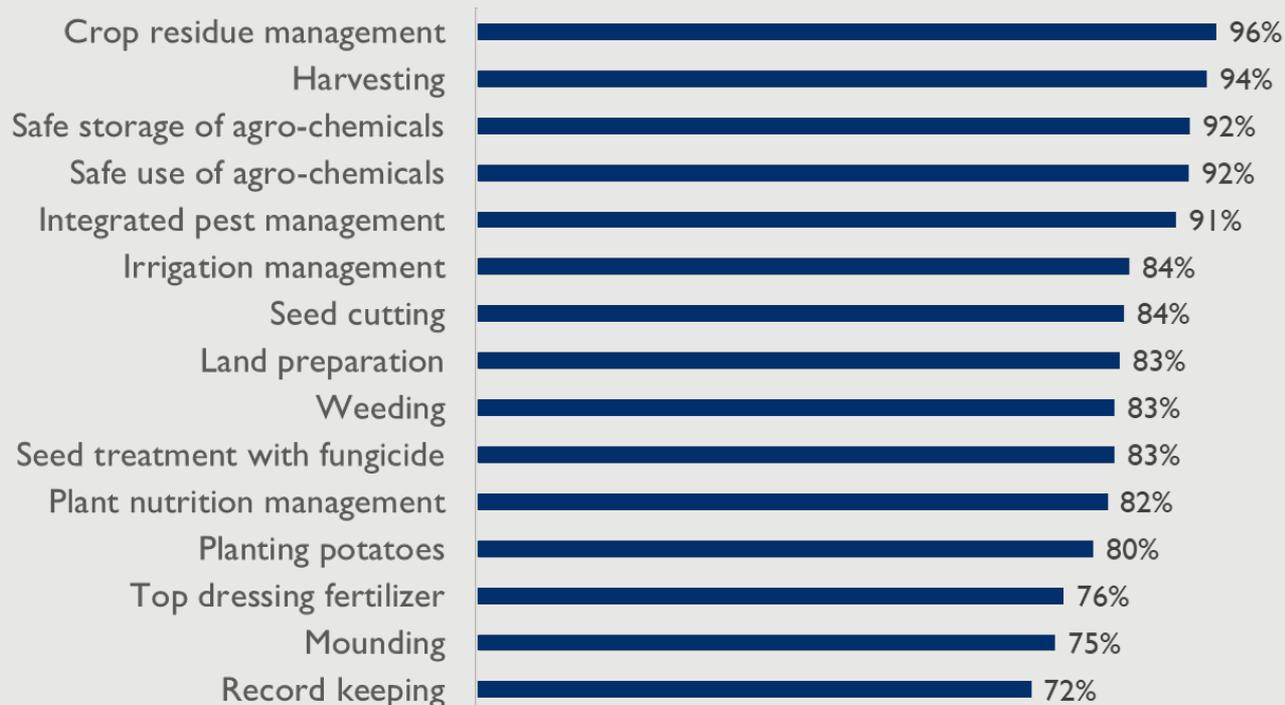


Improved perception of PepsiCo

TRAINING PARTICIPATION AND KNOWLEDGE APPLICATION

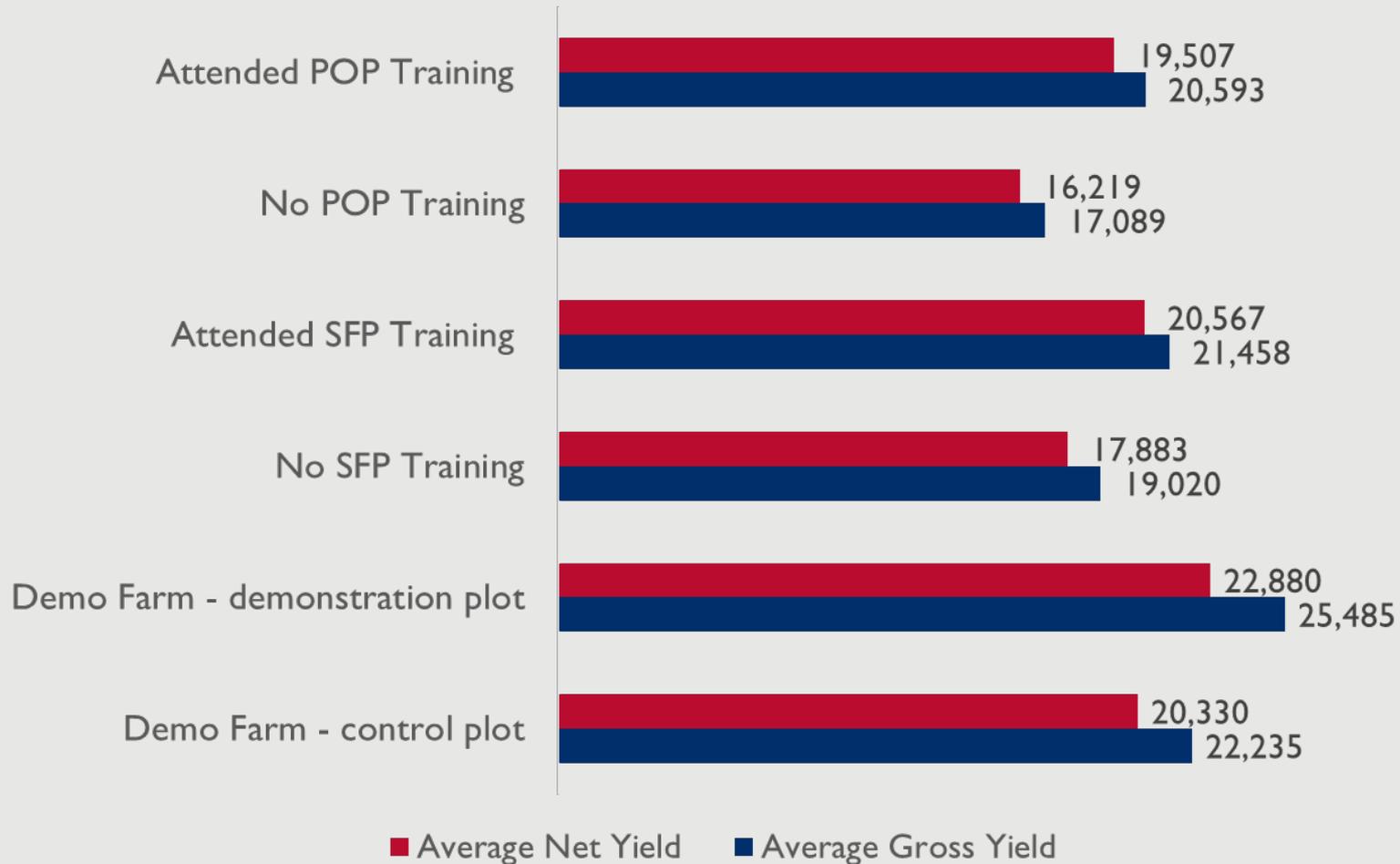
- Women are involved in **all** farming tasks, with varying levels of involvement
- 97% said they applied knowledge as skills gained in at least one area
- 97% of women shared knowledge or skills gained with others, including men and women in their families, laborers, and outside of their family

Application of skills learned



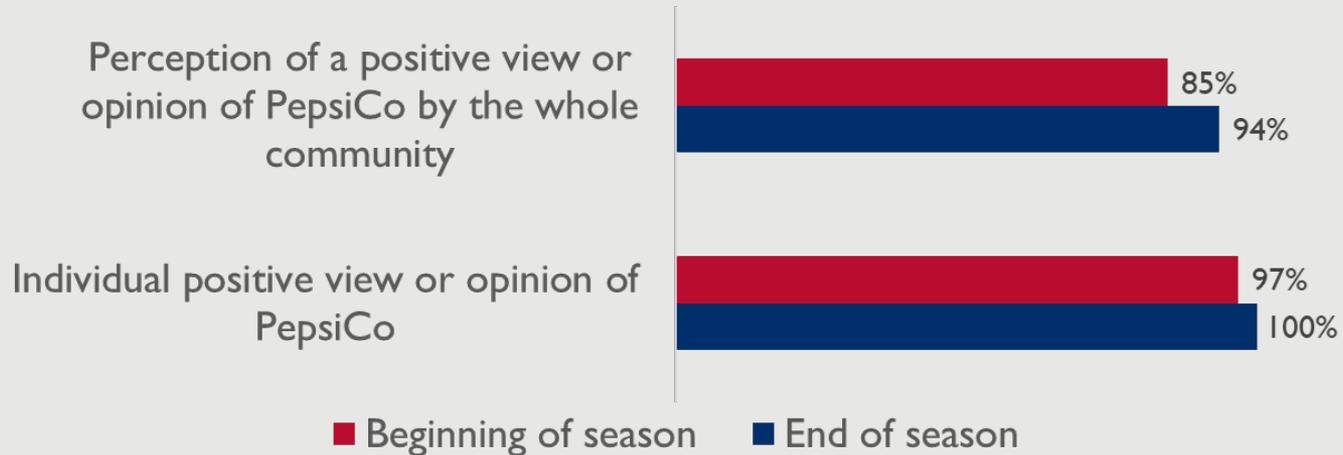
BUSINESS RESULTS – YIELD AND PROFITABILITY

- 55% of women farmers said their family experienced an increase in income from potato farming this year

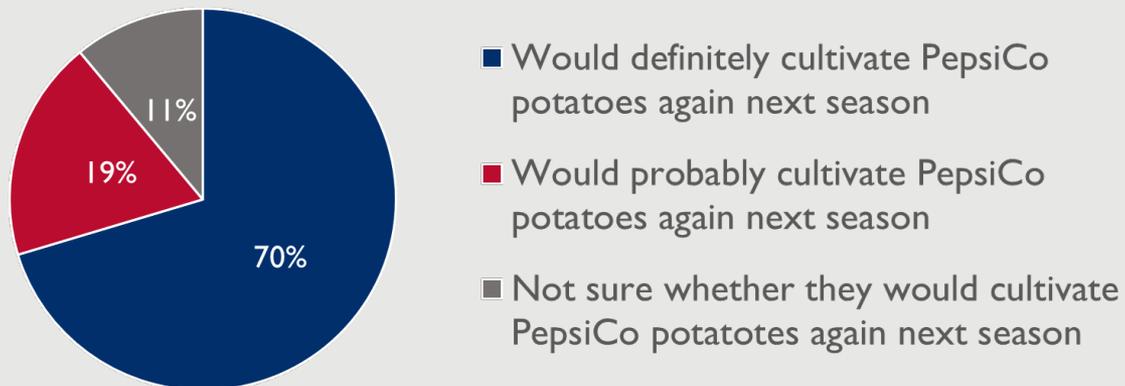


INTANGIBLE BENEFITS FOR PEPSICO

Brand image



Retention and loyalty of existing suppliers

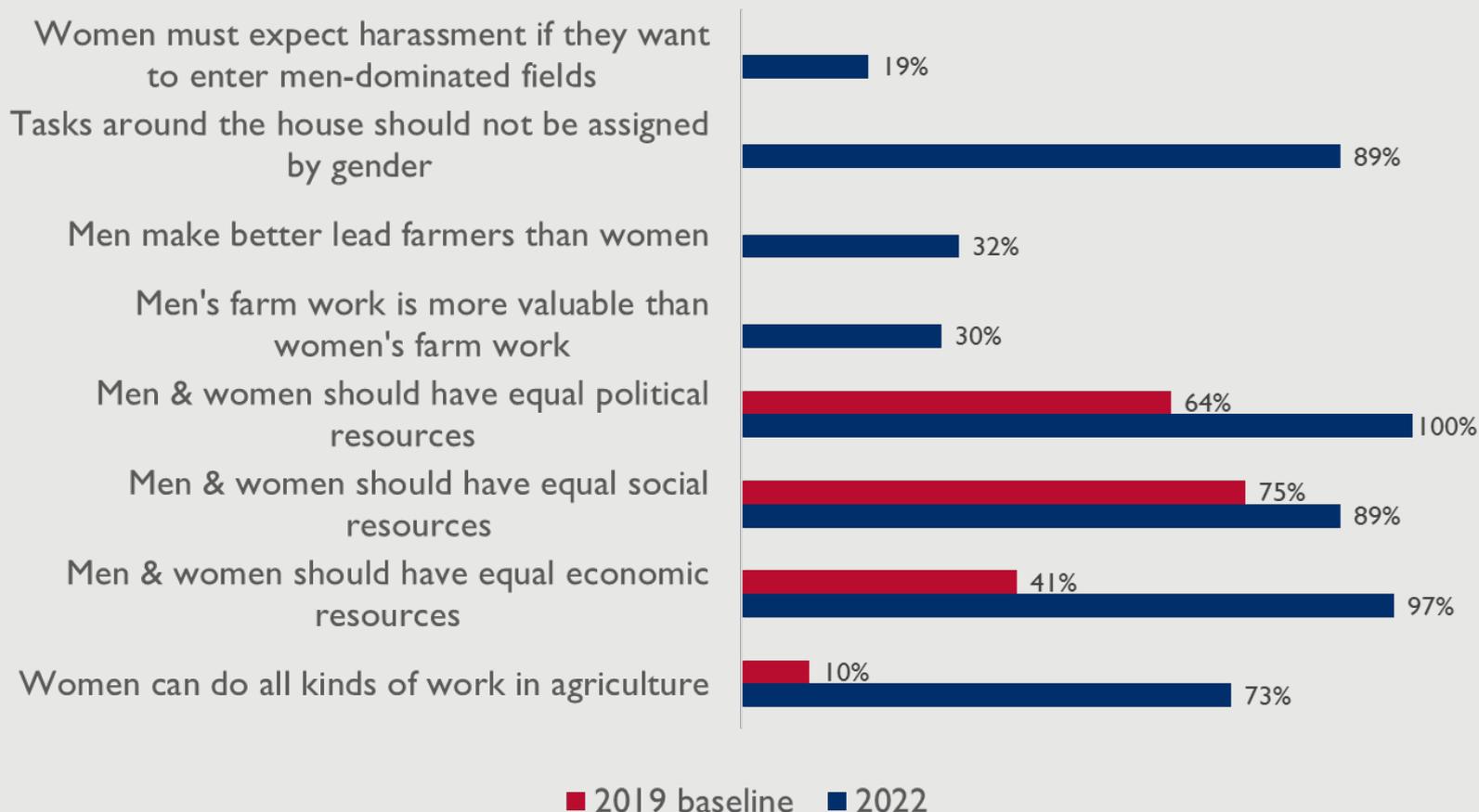


KEY FARMING CHALLENGES

- All 7 land leasing groups experienced a loss due to effects of floods, higher expenditures, lease terms, and group dynamics
- Unforeseen circumstances like floods affected productivity and profitability
 - Importance of access to crop insurance
 - Costs of production: increase in the price of essential fertilizers
 - Delicate balance between cultivating PepsiCo and table varieties
 - Pressure from open market and other potato chip companies
- Persistent perception that women are not capable of performing all tasks in some communities
- Record keeping is still a gap in applied knowledge (confirmed by quantitative and qualitative data)
- Women's time poverty is a serious issue - sharing of household tasks still unequal, with initial anecdotal change

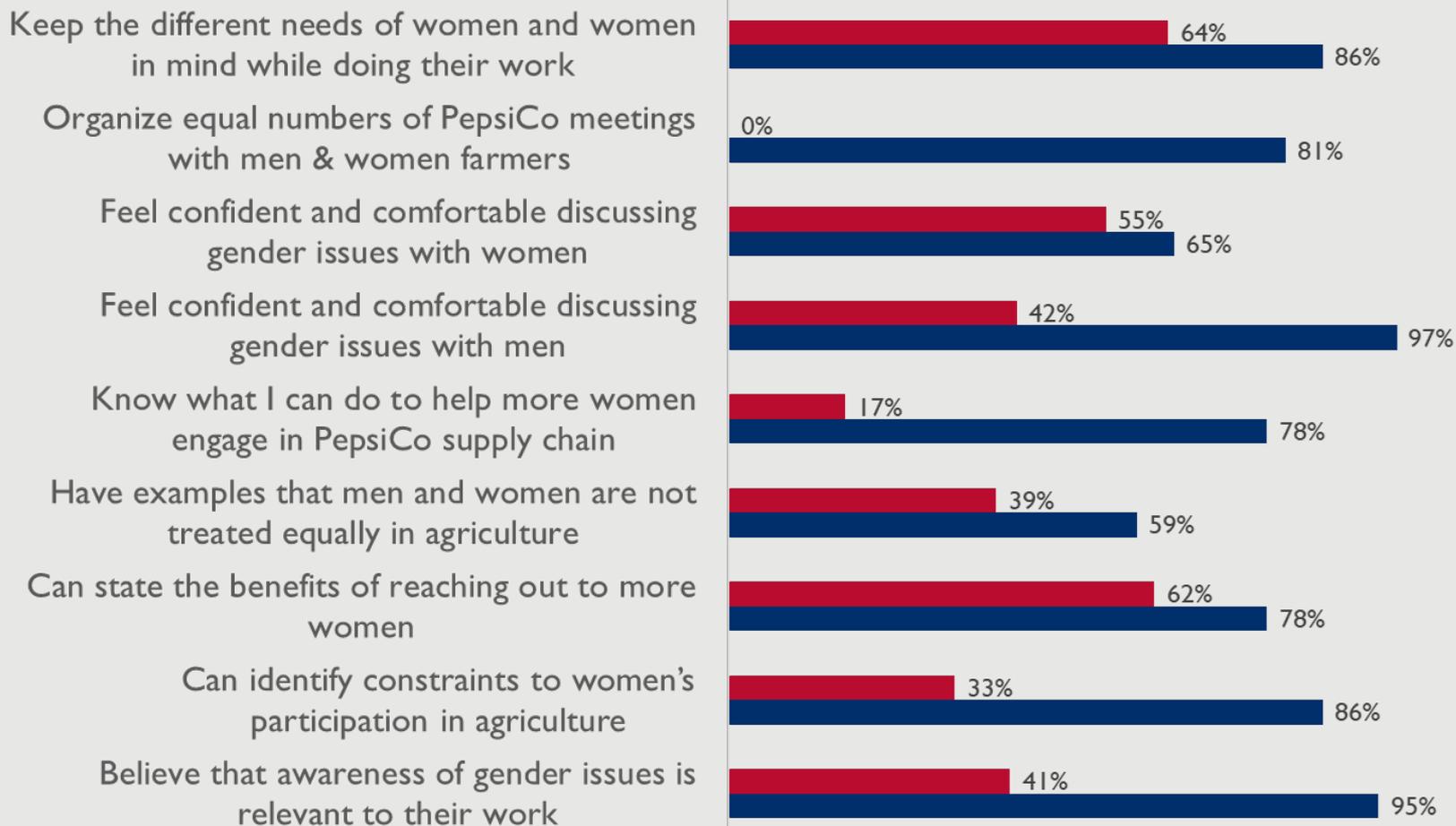
PEPSICO CAPACITY RESULTS – ATTITUDES AND PERCEPTIONS

Agreement with statements:



PEPSICO CAPACITY RESULTS – INDIVIDUAL CAPACITY

“In my daily work I...”



■ 2019 baseline ■ 2022

3. YEAR 4 (2022-2023) IMPLEMENTATION PLAN

YEAR 4 WORK PLANNING PROCESS

OBJECTIVE

- Sustainability of activities with demonstrated effect on both WEE and business goals through direct implementation by PepsiCo team

PROCESS

- Review of previous results, assumptions, theory of change, and business case elements/timing
- Consultation and brainstorming with PepsiCo West Bengal, PepsiCo global, and USAID

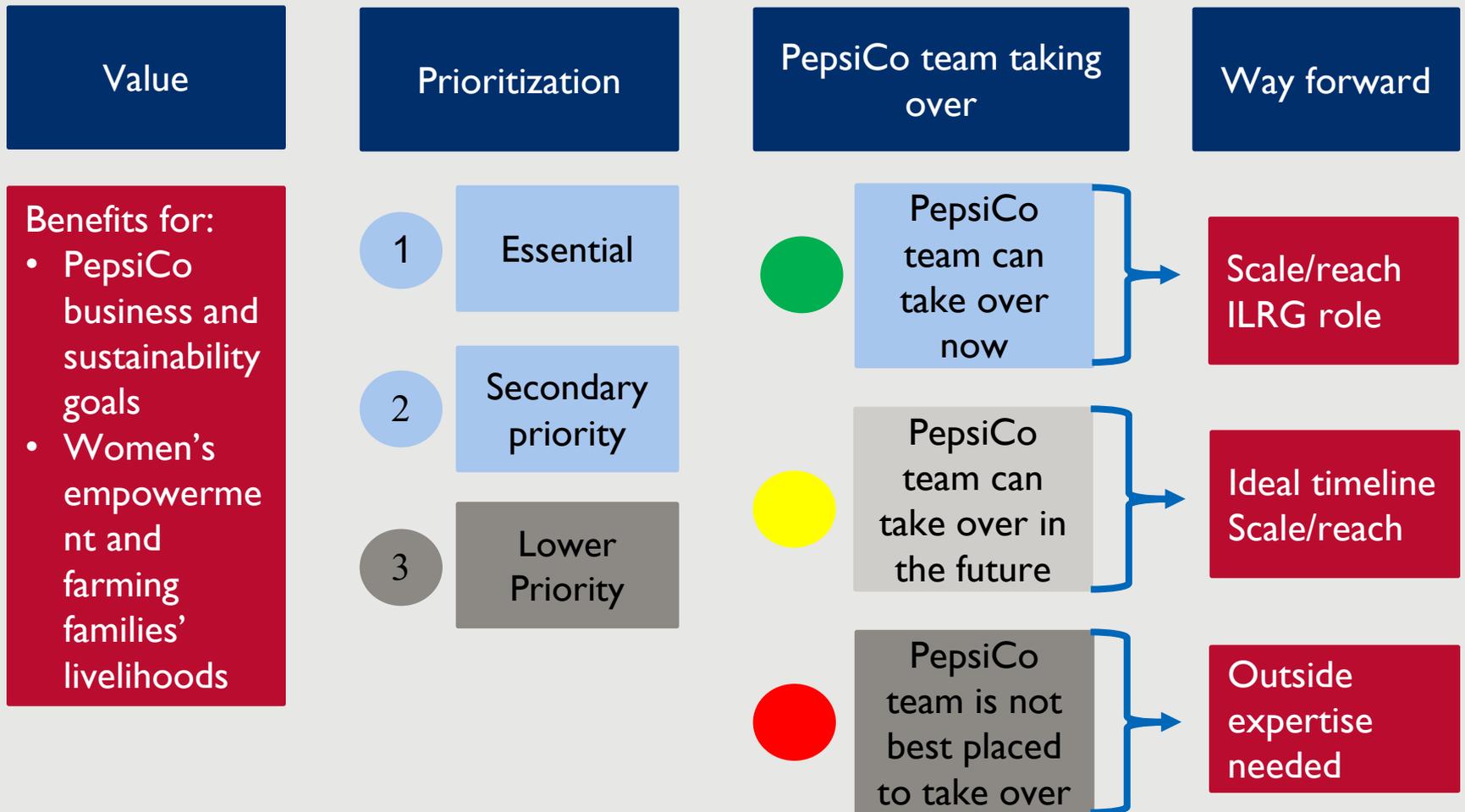
OUTCOMES

- 10 key activities identified
- Each activity categorized according to priority, value for the business case, and likelihood of PepsiCo staff to take over

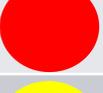
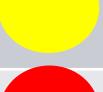
BACKGROUND AND ASSUMPTIONS

- Results show impact on women's economic empowerment (WEE) and recognition of women's roles in potato farming
- Impact on business metrics like yield and SFP compliance have not yet happened, although there is potential; initial impact on intangible business benefits observed
- PepsiCo West Bengal staff has changed perceptions, attitudes, and way of working and see initial impact on productivity
 - PepsiCo WB staff believe activities should continue for another 3 years
 - More time needed to see comprehensive business case effects – 6-7 years instead of 4 initially planned
- POP and SFP training are the most impactful areas and women have increasing ability to influence farming practices and share knowledge after training
- The initial theory of change holds based on Year 3 results and on qualitative data; it is important to adjust data collected and reassess in one year after PepsiCo takes over some activities
- Importance of right quantitative and qualitative metrics to capture full benefit of WEE for PepsiCo

YEAR 4 ACTIVITY PLANNING FRAMEWORK



OVERVIEW YEAR 4 ACTIVITIES

| Activity | Priority | PepsiCo uptake | Scope |
|---|----------|---|--|
| 1. Potato package of practices (POP) training | 1 |  | 11 existing communities 40+ new communities |
| 2. Sustainable farming practices (SFP) training | 1 |  | 11 existing communities 40+ new communities |
| 3. Women-led demonstration farms | 1 |  | 11 existing communities New communities (# tbd) |
| 4. Outreach and support to women farmers | 2 |  | 11 existing communities New communities (# tbd) |
| 5. Empowerment and entrepreneurship support for women farmers | 2 |  | Women farmers taking leadership role |
| 6. Land leasing groups (LLGs) | 2 |  | Existing 7 LLGs |
| 7. Gender norms change at community level | 2 |  | 11 existing communities |
| 8. Land literacy and record updation | 3 |  | 11 existing communities |
| 9. Gender norms change at household level | 3 |  | 11 existing communities |
| 10. Land law & policy reform advocacy | 3 |  | N/A |

I. POTATO PACKAGE OF PRACTICES (POP) TRAINING



Essential



PepsiCo team can take over gradually

Activities

- 34 PepsiCo agronomists to “adopt” at least one village and deliver POP training to groups of 20-25 women in 3 phases/sessions of 2 hours each, using gender-responsive training guides and materials developed by ILRG
- ILRG 2 women Field Agronomists to deliver refresher/troubleshooting training in existing II communities

Key Steps and Timing

- Identification of villages and farmers: July 2022
- Orientation PepsiCo Agronomists: July 2022
- Dissemination with women farmers: August/September 2022
- Training of women: November 2022-April 2023

Monitoring & Evaluation

- Training targets included in Agronomists KPIs during November revision
- Training attendance sheets
- Beginning/end of season survey + interviews with women in sample communities by ILRG
- PepsiCo yield data

2. SUSTAINABLE FARMING PRACTICES (SFP) TRAINING



Essential



PepsiCo team can take over now

Activities

- 34 PepsiCo agronomists to “adopt” at least one village and deliver SFP training to groups of 20-25 women in 3 phases/sessions of 2 hours each, using gender-responsive training guides and materials developed by ILRG
- ILRG’s 2 Field Agronomists to deliver refresher/troubleshooting training in existing II communities

Key Steps and Timing

- Identification of villages and farmers: July 2022
- Orientation PepsiCo Agronomists: July 2022
- Dissemination with women farmers: July/August 2022
- Training of women: August-September 2022

Monitoring & Evaluation

- Training targets included in Agronomists KPIs
- Training attendance sheets
- Beginning/end of season survey + interviews with women in sample communities
- Control Union SFP compliance and PepsiCo yield data

3. WOMEN-LED DEMONSTRATION FARMS



Essential



PepsiCo team can take over now

Activities

- PepsiCo will identify demonstration farms in new communities to be led by couples where husband and wife take equal roles in farming operations
- ILRG will identify and support women-led demo farms in existing I I communities
- Focus on use of POP and SFP compliance

Key Steps and Timing

- Identification and orientation of farmers: August-September 2022
- Identification of demo/control plots and selection of demonstration topics: September-October 2022
- Support for demo farms and Farmers' Field Days: ongoing during season (December 2022-April 2023)

Monitoring & Evaluation

- Data on women led or co-led demo farms as a percentage of total demo farms in West Bengal
- Attendance in Farmers' Field Days
- Control Union SFP compliance and PepsiCo yield data for demo farms

4. COMMUNITY AGRONOMISTS TO SUPPORT TO MEN AND WOMEN FARMERS

2 Secondary priority



PepsiCo team can take over in the future

Activities

- ILRG to continue to engage 17 Community Agronomists in 11 communities to visit women and men farmers regularly to provide technical advice and collect data.
- ILRG to sensitize aggregators/vendors to engage Community Agronomists independently and support their recruitment and orientation

Key Steps and Timing

- Sensitization of aggregators: July-September 2022
- Support identification and recruitment of new CAs: August-October 2022
- Orientation and refresher training for existing CAs: July 2022
- Mentoring support for CAs: July/August 2022-April 2023

Monitoring & Evaluation

- Records of farmers receiving technical visits
- Beginning/end of season survey + interviews with women farmers and their families
- Data on aggregators independently engaging CAs

5. EMPOWERMENT AND ENTREPRENEURSHIP SUPPORT FOR WOMEN FARMERS

2 Secondary priority

External expertise needed

Activities

- ILRG to provide empowerment and entrepreneurship training for select women farmers taking on leadership roles as demo farmers, vendors, and in other entrepreneurial opportunities.
- ILRG to support entrepreneurial opportunities for women promoted by PepsiCo like production of PraliChar (BioChar) and revise training modules

Key Steps and Timing

- Training select women farmers: ongoing (July 2022-April 2023)
- Support women farmers engaged in entrepreneurial opportunities like BioChar: ongoing (July 2022-April 2023)

Monitoring & Evaluation

- Training attendance sheets
- Beginning/end of season survey and interviews with women farmers and their families
- Data on BioChar use and profitability

6. LAND LEASING GROUPS (LLG)

2 Secondary priority



External expertise needed

Activities

- ILRG to support the seven LLGs from Year 3 through a “light touch” approach at critical junctures
- ILRG to train and mentor aggregators on LLG selection and support
- Advocate with State Rural Livelihoods Mission (SRLM) to support LLGs in the long run (in coordination with PepsiCo)

Key Steps and Timing

- Support for LLGs: ongoing (July 2022-April 2023)
- Orientation for aggregators (shadowing): ongoing (July 2022-April 2023)
- Share LLG case studies with SRLM and organize exchange visits and meetings: ongoing (July 2022-April 2023)

Monitoring & Evaluation

- Yield and profitability data from each LLG
- Interviews and case studies with women in LLGs
- Interviews and case studies with aggregators/vendors

7. GENDER NORMS CHANGE AT COMMUNITY LEVEL

2 Secondary priority



PepsiCo team can take over in the future

Activities

- ILRG to continue to mobilize men as champions in target communities
- ILRG to organize community events to recognize those supporting WEE
- PepsiCo to continue to recognize aggregators who encourage women to participate in training, enlist them as farmers, and engage women Community Agronomists

Key Steps and Timing

- Public recognition of aggregators: September 2022
- Community events during International Women's Day week: March 2023
- Promote women vendors

Monitoring & Evaluation

- Interviews with women farmers and their families
- Interviews with aggregators and other men champions

8. LAND LITERACY AND RECORD UPDATION

3 Lower Priority



External expertise needed

Activities

- ILRG to provide land literacy training to 200-300 PepsiCo farmers (men and women)
- ILRG to support up to 150 farmers to update their land records, prioritizing women-headed households and developing prevention and mitigation strategies for potential unintended consequences

Key Steps and Timing

- Brief orientation on land literacy to PepsiCo staff: July 2022
- Land literacy training for farmers: August-September 2022
- Support farmers to update/formalize land records: September 2022- April 2023

Monitoring & Evaluation

- Attendance in training
- Data on land record updation
- Beginning/end of season survey + interviews with women farmers and their families about understanding of land rights and land tenure risks

9. GENDER NORMS CHANGE AT HOUSEHOLD LEVEL

3 Lower Priority



External expertise needed

Activities

- ILRG to finalize implementation of two household norms change methodologies in 12 communities (GALS and Nurturing Connections)
- ILRG to finalize comparison between methodologies and recommendations for future interventions.

Key Steps and Timing

- GALS and Nurturing Connections sessions: June 2022-February 2023
- Develop report on gender norms change interventions: March-May 2023

Monitoring & Evaluation

- Attendance in gender norms change sessions
- Pre- and post-surveys
- Interviews and focus group discussions with men and women farmers

10. LAND LAW & POLICY REFORM ADVOCACY

3

Lower Priority



External expertise needed

Activities

- Continue to develop briefs to share with key officials in the L&LR Department and SLRM. The exact content of the additional briefs will depend on the interest and question of key officials but could include a brief on selecting and supporting LLGs and case study stories on LLGs

Key Steps
and Timing

- Continue to meet with L&LRD and SRLM functionaries who support reform and share case studies on women's group land leasing that highlight the benefits of the legal changes
- Pursue alternative advocacy paths, such as through the ex-Joint Secretary, to reach the Chief Minister

Monitoring
&
Evaluation

- Summary of incremental or interim wins in the advocacy process over the project lifetime and recommendations for future work

CAPACITY DEVELOPMENT FOR PEPSICO STAFF

- Before season training to set PepsiCo staff up for success before they take over POP/SFP training:
 - Refresher on gender equality and WEE concepts
 - Best practices to engage women farmers
 - Overview of revised, engendered POP and SFP materials and approaches for women-led demo farms
 - Land literacy orientation
 - Distribution of training kits and support materials
- End of project workshop to take stock of overall results and strategies and needs for PepsiCo takeover
- Coordinate with USAID-PepsiCo Global Development Alliance (GDA) to develop guidance materials for PepsiCo staff across countries, including “how-to guides,” training materials, and videos introducing approaches to engage/train women in supply chains
- Provide gender equality and WEE training for new PepsiCo staff as needed
- Coordinate with PepsiCo to include WEE-related targets in staff KPIs
- Support PepsiCo to recognize staff and aggregators leading women’s empowerment activities

COMMUNICATIONS AND LEARNING

- Continue to develop blog posts, social media content, videos, and media articles to strategically showcase the partnership's successes and learnings
 - Focus on key global dates, including Rural Women's Day and World Food Day in October 2022 and International Women's Day in March 2022.
- Continue to coordinate with and support PepsiCo local and global communications teams for communications opportunities
- Coordinate with USAID, PepsiCo, and the GDA to identify strategic high-level engagements/ events where USAID and PepsiCo can influence other donors and companies on private-sector engagement and public-private partnerships for WEE
- Final lessons learned brief, which draws on qualitative and quantitative data collected in 12 target communities and new communities where PepsiCo deliver POP/SFP training, to demonstrate lessons learned from four years of implementation and initial assessment of program impact
- Continue to develop learning and best practice documents and share with USAID, PepsiCo, the GDA, and external audiences
- Carry out Pro-WEAI endline (January 2023) which feeds into final Pro-WEAI analysis report, using quantitative data collected at baseline and endline to tease out empowerment impacts of West Bengal work
- Prepare final business analysis report, looking at quantitative and qualitative data at baseline and endline, and in control and treatment villages, to assess the impact of WEE engagement in PepsiCo's supply chain. Include cost-benefit estimates comparing activities as possible



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For more information, visit <https://land-links.org/document/integrated-land-and-resource-governance-ilrg-program-india-fact-sheet/>