



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

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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LIST OF ACRONYMS

ANANDI	Area Networking and Development Initiatives
EE	Empowered Entrepreneurship
GALS	Gender Action Learning System
GBV	Gender-Based Violence
GOI	Government of India
ILRG	Integrated Land and Resource Governance
KPI	Key Performance Indicator
MEL	Monitoring, Evaluation, and Learning
NGO	Non-Governmental Organization
ODK	Open Data Kit
PPE	Personal Protective Equipment
PPGA	Public Policy and Government Affairs
PRO WEAI	Project-Level Women’s Empowerment in Agriculture Index
RS	Rapid Start
SFP	Sustainable Farming Program
SHG	Self-Help Group
SOW	Scope of Work
SRLM	State Rural Livelihoods Mission
UN	United Nations
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WEAI	Women’s Empowerment in Agriculture Index
WEE	Women’s Economic Empowerment
W-GDP	Women’s Global Development and Prosperity Initiative

I.0 BACKGROUND

PepsiCo and the United States Agency for International Development (USAID) are partnering to promote women's empowerment in the potato value chain in West Bengal, India. The purpose of this partnership is to demonstrate how women's empowerment can lead to the adoption of sustainable farming practices¹ in West Bengal, resulting in improved potato yields and net profitability for rural farmers, positively impacting PepsiCo's bottom line. This multi-year partnership will ultimately demonstrate the business case to both rural Bengali households and PepsiCo that empowering women makes good social and economic sense.

To inform activities under this partnership, PepsiCo funded an assessment of women's economic empowerment and equality, land rights, and agricultural engagement in the PepsiCo potato supply chain in West Bengal, India, which was carried out by Tetra Tech and Landesa in January/February 2019. The findings of this assessment, combined with discussions during a workshop held in Delhi from 30 April – 1 May 2019, and a subsequent field visit, form the basis for activities outlined in this implementation plan, to be carried out under the Integrated Land and Resource Governance (ILRG) task order. This implementation plan is focused on Year 1 (the 2019/2020 growing season) and runs from June 2019 – June 2020, but includes reference to additional years, as the partnership moves from ILRG implementation of activities to more holistic integration of activities into PepsiCo's core business operations.

¹ More information about PepsiCo's Sustainable Farming Program and promoted practices can be found here: <https://www.pepsico.com/sustainability/agriculture>

2.0 STRATEGIC APPROACHES

Tetra Tech and Landesa propose three strategic approaches to reach, benefit and empower women in PepsiCo's supply chain, with pathways for scaling impacts over multiple years. The three strategic approaches are the following:

1. Impacting farm-level outcomes by working with men and women in families that are currently part of the PepsiCo supply chain, as well as targeting women's groups, broad community engagement, male champions, and communication to support norms change in pilot communities;
2. Strengthening PepsiCo's internal gender knowledge and capacity and mainstreaming gender integration within PepsiCo staff workstreams; and,
3. Developing plans for sustainability and scaling of activities and results, including through leveraging government, non-governmental organizations (NGOs), and private sector partnerships, in complement to PepsiCo's on-going efforts.

These three strategic approaches are designed to:

- Develop scalable solutions through activities that address constraints women face participating in and benefiting from the potato value chain, and de-risk these solutions for PepsiCo by funding their initial deployment to establish the business case for their eventual uptake directly by PepsiCo;
- Invest immediately in “quick wins” by building on and modifying existing PepsiCo training and extension materials; and,
- Promote the adoption of successful strategies by other partners and government; gain recognition that solutions developed, and results achieved through the PepsiCo-USAID partnership will endure over time and can benefit households and communities beyond the potato value chain.

This implementation plan focuses primarily on the first two strategic approaches and the effort and funding for these during Year 1, recognizing that activities will be built upon in forthcoming years. To ensure congruence, this implementation plan also refers to tasks carried out under a rapid start (RS) scope of work (SOW), including tasks that are already completed or underway. The third approach is expected to build on lessons and successes of these two approaches for future scaling and integration into PepsiCo's business practices.

Recognizing that USAID investments will only support a few years of engagement, ILRG envisions pathways for both sustainability and scale divided between approaches and outcomes that:

- PepsiCo finds valuable and subsequently integrates into its business practices;
- PepsiCo's partners in the private sector and civil society can integrate into their core practices, e.g., engaging women in the creation, sale, and use of appropriate personal protective equipment (PPE), replication of time-saving innovations, increasing women's access to information on soil fertility, and coordination with development actors to support water, sanitation, and health activities leading to compliance with PepsiCo's Sustainable Farming Program (SFP); and,
- India's government (at various levels) finds valuable and accepts as best practices to be promoted broadly – for example, promoting women's access to land through land leasing by self-help groups (SHGs) or other women's groups; law and policy reform to permit joint titling

for husbands and wives; scaling up the promotion of compost and other soil fertility enhancing practices; or activities to reduce the frequency of crop residue burning.

WOMEN'S EMPOWERMENT APPROACHES

This project and its suite of proposed goals and activities align closely 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 also aligned with USAID's suite of tools and approaches designed to reach, benefit, and empower women, including the USAID 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, a structural shift with far-reaching benefits for women who rely on the land for their livelihoods.

Proposed interventions will increase PepsiCo's **reach** to women, using women agronomists, sub-vendors, and local women's groups to reach women farmers (both from within PepsiCo supplier households and from among women working as wage labor) in existing PepsiCo collaborative farming contracts and new women farmers with the information and skills needed to help women identify opportunities and derive more **benefits** from their engagement in the PepsiCo supply chain. By working with women farmers as role models, leaders, knowledge makers, innovators, and risk takers, and engaging men and the larger community to address harmful gender norms, women will be **empowered** to engage as equal actors within the PepsiCo supply chain, improving the adoption of sustainable farming practices and contributing to increased household incomes.

Women's empowerment programs provide:

- Resources and opportunities for women to engage in productive practices;
- Substantive roles for women in agricultural leadership and decision making; and
- Access to and control over agricultural products and income by women.

Proposed activities will provide women with quality education, training, and support so they can secure and thrive in well-paying jobs in their local economy, including potential roles as PepsiCo agronomists, as service providers to PepsiCo aggregators, and as producers to the PepsiCo supply chain. Women will also be provided with access to land by working with members of women's SHGs and be better equipped to participate in markets (including as prospective sub-vendors to PepsiCo), networks and mentorship opportunities through the Empowered Entrepreneurship (EE) training (described within Activity 1.1 below). Women's access to and control over resources will be promoted beyond direct activity participants through Landesa's feasibility assessment and potential advocacy related to reforming restrictive legal and regulatory barriers to women's land ownership. Working with PepsiCo farming communities, Tetra Tech will pilot approaches to norms change to specifically target cultural barriers to gender equality and women's empowerment (described within Activity 1.4 below). This will support achievement of impact in pilot communities and allow Tetra Tech to recommend how PepsiCo and other partners can support norms change at scale across locations where PepsiCo sources potatoes.

The proposed suite of activities builds on findings from the *Women's economic empowerment and equality, land rights, and agricultural engagement assessment in the PepsiCo potato supply chain in West Bengal, India*, conducted by Tetra Tech and Landesa in January/February 2019. The critical factors that informed the assessment (consistent with the WEAI domains) include: 1) decision making about agricultural

production, access to and control over productive resources; 2) control over income; 3) time use; 4) leadership and social capital; 5) access to technology; and, 6) human capital (knowledge management). Based on these factors, the assessment identified critical barriers to women’s engagement in the potato supply chain, including competing demands on women’s time; access to and control over resources (especially land, which is linked to access to credit); access to information and technology (including equipment); access to and control over income; and gender norms, traditions, and values that limit women’s mobility and status. These constraints are specifically addressed in activity designs, across the multiple years of the Partnership, as outlined in Figures 1 – 4 and summarized in Table 1 below.

TABLE 1. RESPONSES TO WOMEN’S ECONOMIC EMPOWERMENT (WEE) CONSTRAINTS

CONSTRAINTS TO WEE	PROPOSED RESPONSES
Competing time demands	<ul style="list-style-type: none"> • Work through existing groups that women prioritize and participate in to avoid duplication of effort/time/transaction costs • Coordinate with WaterAid’s efforts to bring safe water to women to help address a key time demand faced by women • Support the identification and adoption of innovations or existing replicable local time-saving, labor-saving tools and solutions for SFP compliance and for alleviating time constraints for women farmers; use competitive awards to motivate so interested groups to further develop or apply these • Focus trainings on aspects of potato production, harvesting and post-harvest handling in which time is most constrained (e.g. seed cutting and planting) and on activities that generate the most value for effort (e.g. investment in increased quality and reducing rejected potatoes) • Integrate knowledge sharing opportunities into existing cultural events and women’s group meetings, using innovative social behavior change communication tools and approaches • Organize village-level meetings at times when women are available and in locations accessible to women, piggy-backing interventions onto existing events to facilitate access and mobility • Support renegotiation of time management and duties with household members and spouses using community meetings, engaging men, in-laws and community leaders as part of broader norms change efforts and gender focused training
Access to and control over resources	<ul style="list-style-type: none"> • Develop women’s group land leasing schemes, initially for SHG, that allow members to farm parcels within the lease individually, as desired. • Explore law and policy reform to allow joint titling of land and to liberalize tenant farming • Renegotiate more equitable access to and control over resources using norms change approaches including development of household and community champions • Use EE tools to support women in asserting their access and control over resources, including credit and banking services
Access to information and technology	<ul style="list-style-type: none"> • Hire women agronomists, including village level animators, to work directly with women farmers; facilitate networking between them and PepsiCo aggregators • Provide women with agricultural information and extension services through women agronomists • Encourage women to act as PepsiCo sub-vendors and provide them with

CONSTRAINTS TO WEE	PROPOSED RESPONSES
	<p>Empowered Entrepreneurship (EE) training</p> <ul style="list-style-type: none"> • Use challenge awards to increase women’s access to information and technology • Develop communication campaigns focused on providing women with access to agricultural information, and to change local gender norms • Integrate gender tools and approaches into PepsiCo training materials and approaches
Access to income	<ul style="list-style-type: none"> • Use challenge awards to support income generating opportunities for women • Use norms change and EE tools to facilitate women’s access to and control over income • Develop sub-vendor opportunities for women’s groups as income generating opportunities • Explore the potential for women’s groups to finance the acquisition of water pumps, plows or other small machines that can be leased out, to facilitate access to mechanization for farmers in their communities; if feasible, use challenge awards to support women’s groups to develop this equipment leasing service by these groups
Gender norms, traditions, and values (Leadership and social capital)	<ul style="list-style-type: none"> • Engage women to promote social capital and to develop leadership skills • Use challenge awards to facilitate recognition of women’s leadership and entrepreneurship skills, and to hone these skills • Leverage norms change and EE tools to strengthen women’s leadership skills and to develop social support and male champions for women’s empowerment • Use creative communication campaigns to promote gender positive social norms including women’s leadership

In addition to affecting change in target communities (Strategic Approach 1), change within PepsiCo systems will be supported. Women’s empowerment practices will be integrated into current PepsiCo workstreams, and mainstreamed into PepsiCo programs globally (Strategic Approach 2), and PepsiCo’s existing and new partnerships will be built upon to facilitate scaling up and sustainability (Strategic Approach 3).

FIGURE 1: PEPSICO/USAID WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY, LAND RIGHTS, AND AGRICULTURE RESULTS CHAIN

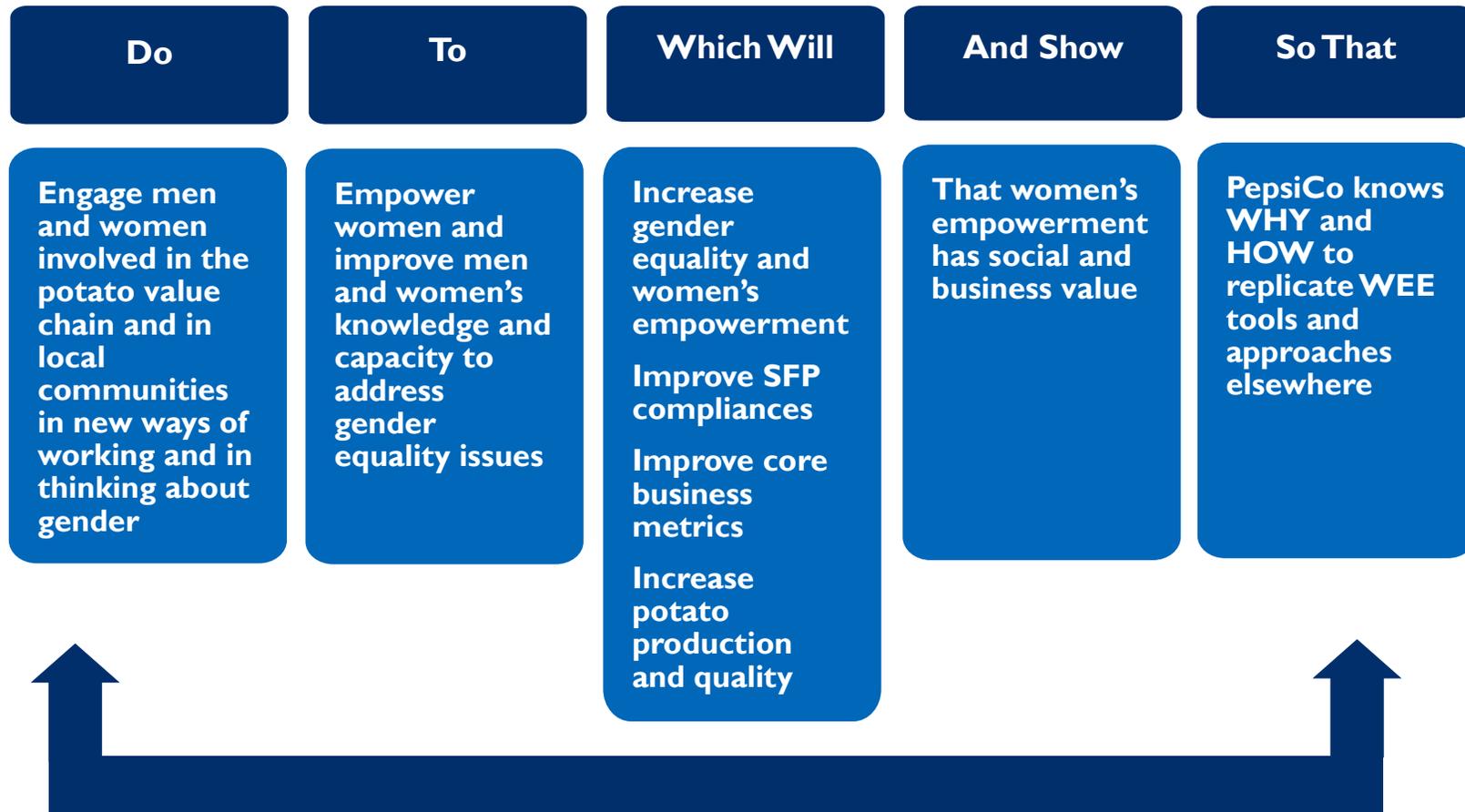


FIGURE 2: PEPSICO/USAID WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY, LAND RIGHTS, AND AGRICULTURE THEORY OF CHANGE

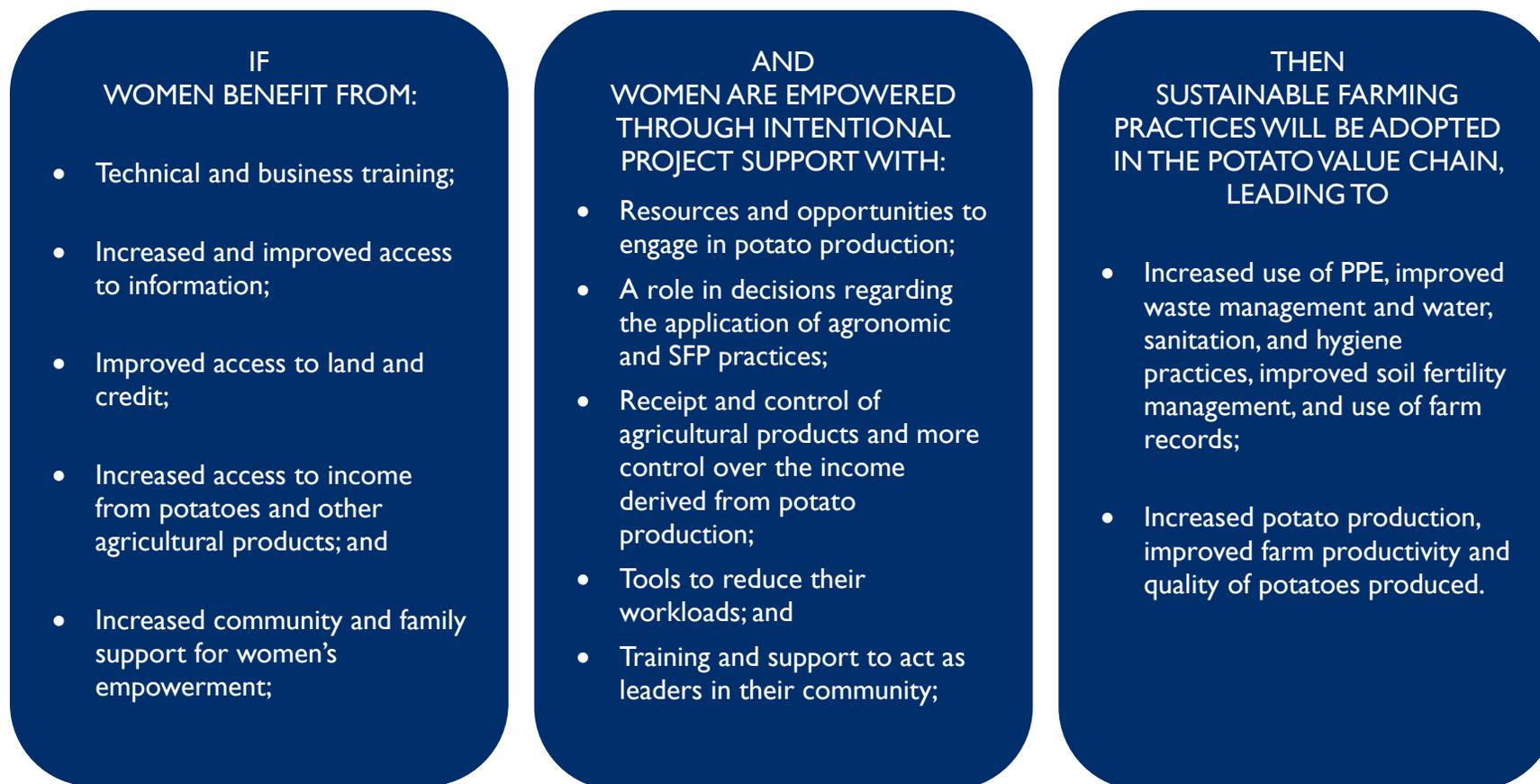
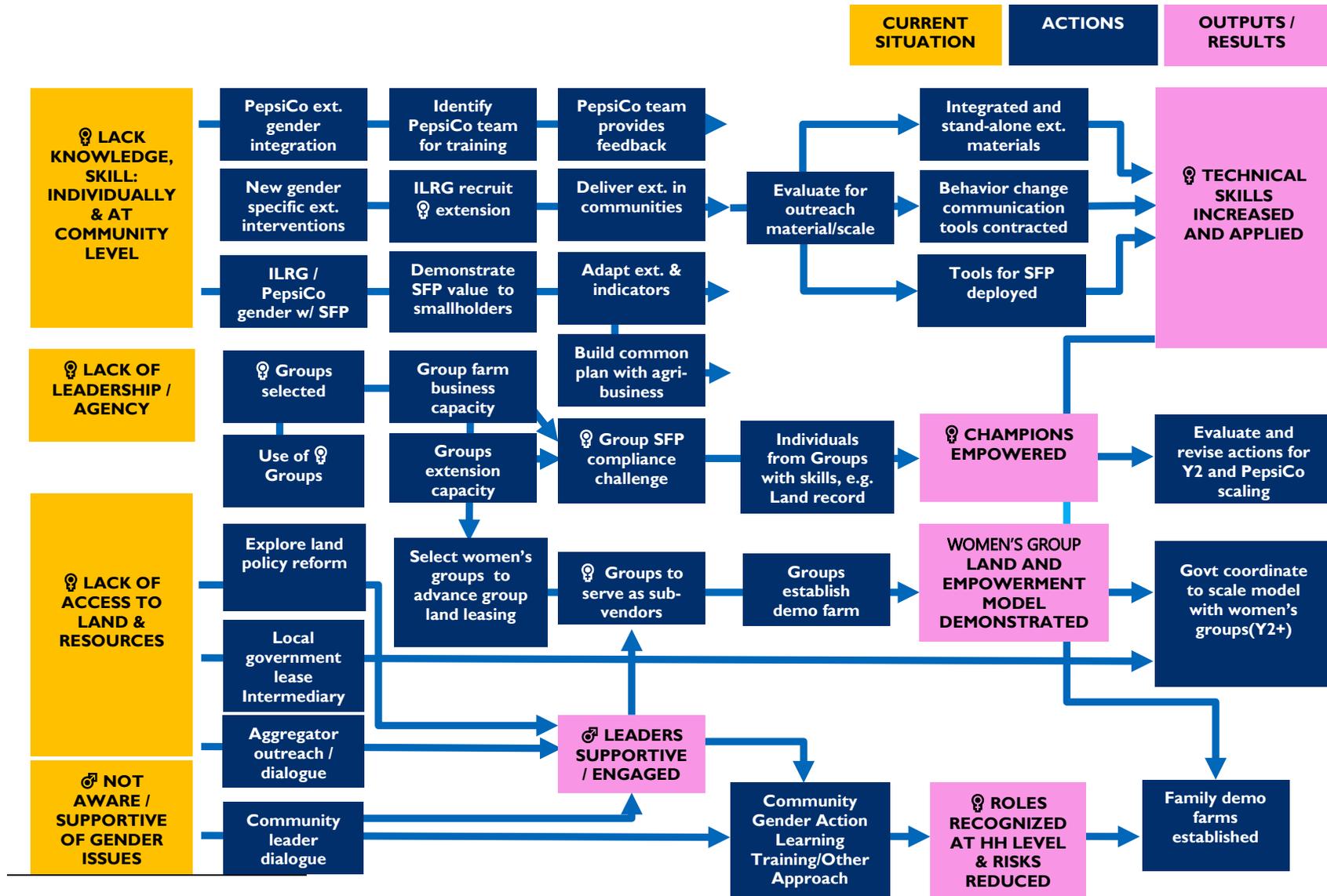
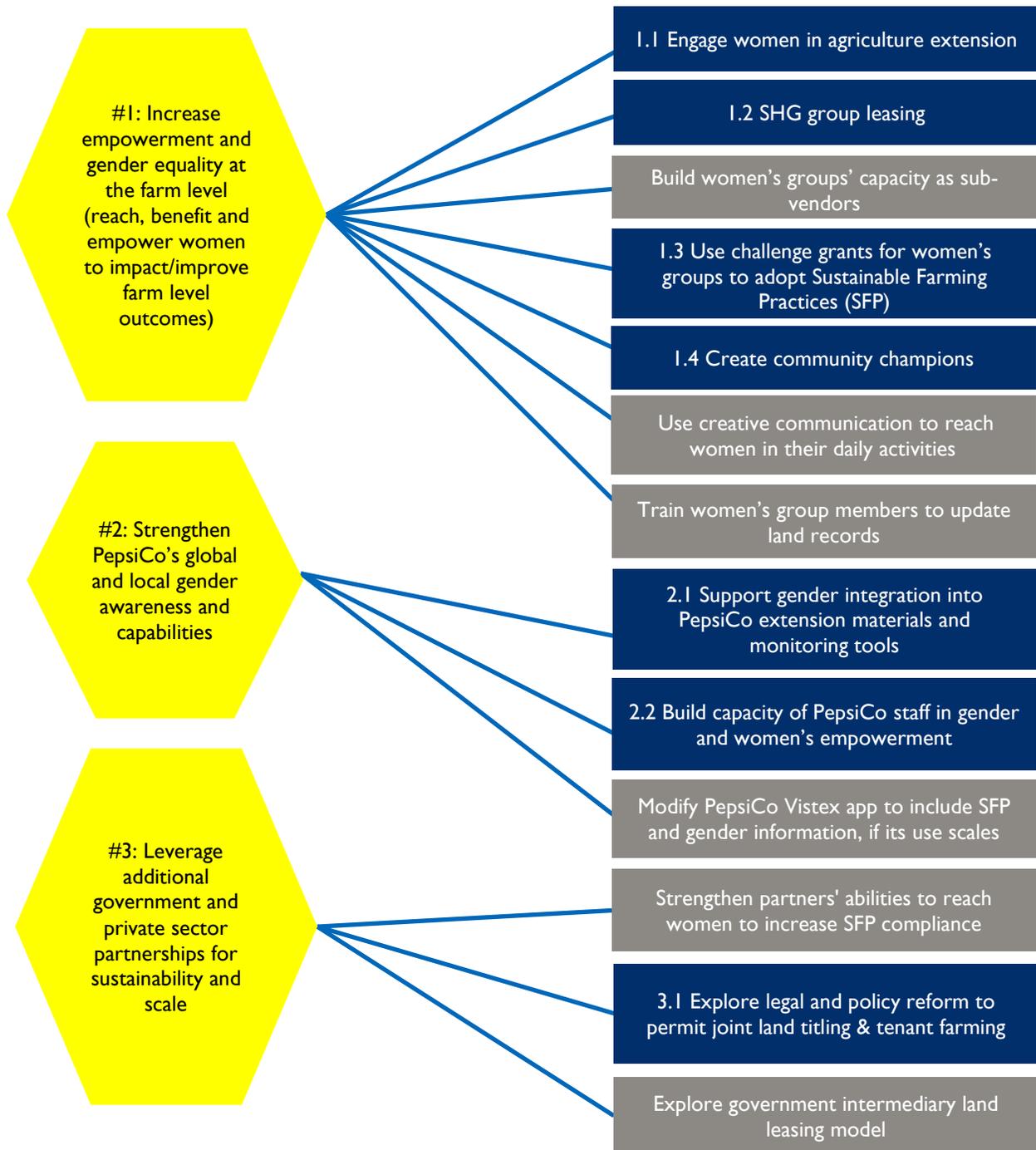


FIGURE 3: PEPSICO/USAID RESULTS MODEL, YEAR 1 – 2²



² This implementation plan is for the first year of implementation. However, Year 1 implementation activities need to be understood in relation to the full strategic framework. As such, activities under consideration for Year 2 are included in this results model.

FIGURE 4: LIST OF STRATEGIC APPROACHES AND ACTIVITIES³



Boxes in gray represent activities that have been deprioritized for Year 1.

³ As per footnote 2, activities under consideration for Year 2 are shown in this figure as well – un-numbered and grey highlighted.

IMPLEMENTATION PRINCIPLES

Across all activities, ILRG will apply a gender lens to its interventions to ensure that both women and men are engaged and support proposed activities, and that they both benefit from and are not harmed by proposed activities. ILRG will apply gender mainstreaming tools and approaches to project interventions, using gender sensitive language, gender specific data collection and analysis, ensuring men and women have equal access to and use project services, and that women and men's voices are solicited to ensure they participate equally in decision making related to project services.

ILRG's approach to implementation is based on principles that guide activity selection and implementation. Overarching principles for activities include:

- Do no harm:
 - Mitigate risk of gender based-violence (GBV), including domestic or intimate partner violence. This includes acknowledging/understanding potential violence against women related to their participation in the potato value chain.
 - Ensure current tenant farmers do not lose access to land.
 - Recognize women's time burdens and reduce them where and when possible.
 - Identify potential economic and social risks from the adoption of promoted technologies and behaviors and mitigate them.
 - Recognize and reduce intra-household tensions.
- Recognize constraints facing women and adapt approaches accordingly. Constraints include:
 - Limited mobility for some women.
 - Very heavy unpaid care work burdens.
 - Be mindful that women of different castes and religions face different challenges.
- Improve women's status with activities that seek to:
 - Provide immediate benefits and long-term payoffs.
 - Result in improved income, productivity, and health outcomes.
 - Decrease risks from poor growing seasons.
 - Increase confidence, leadership, and social stature.
 - Increase women's access to and control over productive resources without threatening those of others.
- Recognize constraints facing PepsiCo staff:
 - Consider time burdens of PepsiCo staff.
 - Consider current skills across teams and their focus on achieving key performance indicators (KPIs).

Activities will be rolled out with an understanding of the opportunities and limitations for PepsiCo Global and PepsiCo India to integrate and/or scale approaches in the future.

Activities described in this implementation plan are open to revision or a decision not to implement one

or more activities. Budget concerns by PepsiCo or USAID or practical challenges mean some activities may not be funded or implemented. The implementation plan describes activities, how they should be implemented, and the responsibilities of various actors in the implementation process.

Learning on how to ensure these principles are followed and possible unintended consequences of interventions will be part of PepsiCo global and local gender focused training, as many of the specific activities and principles will scale without ILRG involvement in other geographies.

PATHWAY TO SCALE

Given the vastness of PepsiCo’s value chain, integration of activities implemented under the partnership into PepsiCo practices is an important pathway to scale. It is not likely, however, that all activities deployed within this partnership will ultimately be integrated into PepsiCo practices. In some cases, the approach to scaling an activity will require government or other actors to adopt policies or actively support or implement an approach. As a result, each proposed activity has a different pathway to scale impact over varying timelines. Generic pathways are described below. In some cases, it might be feasible for PepsiCo to adopt an approach or materials (e.g., for training) into global SFP work, or across its India agronomic teams in a matter of months, while other activities might require multiple years of trial and adaptation (women’s land leasing). Still other activities might require expanding partnerships so that others to help sustain and replicate results (e.g., norms change). During the course of integration and scaling the role of ILRG will change, though the associated level of effort will not necessarily decrease. Table 2 presents the suggested pathway for scaling each activity, described in more detail in the activity specific areas of the implementation plan.

TABLE 2. GENERIC PATHWAY FOR SCALING ACROSS ACTIVITIES

ACTIVITY	ACTIVITY DESCRIPTION	PHASE 1 – ILRG RESPONSIBILITY	PHASE 2 – PEPSICO INTEGRATION	PHASE 3 – SCALING
I.1	Engage women in on agriculture SFP, agronomic extension, and empowered entrepreneurship	Tetra Tech delivers training using SFP and extension materials that reach and empower women (female farmers in PepsiCo supply chain, or in women’s groups) and using the EE training approach. Tetra Tech facilitates networking between Tetra Tech and PepsiCo women agronomists for shared learning and support.	Tetra Tech supports PepsiCo to broaden access to updated materials; PepsiCo integrates gender messaging and approaches from these materials into practice and documents that process	PepsiCo expands model of both hiring women agronomists and scaling of messaging and approaches across and outside of India
I.2	Support women’s group land leasing with an initial focus on SHG	Landesa demonstrates group land leasing with selected SHG ⁴ and Tetra Tech supports them to produce at scale, PepsiCo decides	Landesa liaises with government regarding opportunities to promote group land leasing; PepsiCo might promote or support land	Government (State Rural Livelihoods Mission) scales the land leasing model; PepsiCo purchases products from

⁴ In India, SHGs are the best vehicle for testing group leasing of land by women. The model can be explored with other types of women’s groups after the SHG leasing model is piloted. In other countries organizations like CARE, BRAC, and Catholic Relief Services have supported the development of numerous formal women’s group, such as savings and loan associations, that could be good vehicles to replicate and scale this model.

ACTIVITY	ACTIVITY DESCRIPTION	PHASE 1 – ILRG RESPONSIBILITY	PHASE 2 – PEPSICO INTEGRATION	PHASE 3 – SCALING
		whether it can promote broadly with aggregators	leasing options to reach women farmers	women's groups at scale
1.3	Use challenge awards to promote sustainable farming practices and adoption of time-saving innovations	Tetra Tech identifies local practices that can be replicated in pilot communities, uses competitions and awards (especially, but not limited, to women's groups) to design and pilot innovative sustainable farming and time-saving techniques and tools	Tetra Tech expands competitions and awards and identifies scaling models for different winning solutions in coordination with partners	PepsiCo adopts the approach for future bottom up competitions to identify local solutions to systemic issues
1.4	Engage communities and households within them to promote gender equality and women's empowerment and to address harmful gender norms; identify and develop champions (men, women, married couples, in-laws, local leaders) who will help their communities embrace norms change.	Tetra Tech pilots two approaches to norms change in 5 villages each (GALS and an alternative that is less time and resource intensive); Tetra Tech reviews lessons from each approach and makes recommendations to PepsiCo about scaling	Based on recommendations from Tetra Tech, PepsiCo develops a country-specific strategy to promote positive norm change related to gender equality and women's empowerment as part of their sustainable farming program. This incorporates their learning from observing GALS/GALS alternative and EE training	Government (State Rural Livelihoods Mission) or local NGOs scale the GALS model or develop other tools or approaches to promote household and community level norms change and champions that support women's empowerment; PepsiCo integrates women's empowerment, including potential adoption of recommended scalable actions on norms change. as part of their Sustainable Farming Program
2.1	Support gender integration into PepsiCo extension materials and monitoring tools	Tetra Tech assists PepsiCo to update extension materials and adapt and test gender-focused KPIs	PepsiCo rolls out updated, gender-responsive extension materials and applies gender-focused KPIs in India/West Bengal	PepsiCo engages in a broader global roll out of gender-responsive extension materials, and gender-focused KPIs
2.2	Build capacity of PepsiCo staff in gender and women's empowerment,	Landesa trains PepsiCo West Bengal staff on gender in the value chain and in women's empowerment	PepsiCo trains all its India staff in gender and women's empowerment and made aware of related GBV risks based	PepsiCo trains its global agronomic teams in women's empowerment and made aware of

ACTIVITY	ACTIVITY DESCRIPTION	PHASE 1 – ILRG RESPONSIBILITY	PHASE 2 – PEPSICO INTEGRATION	PHASE 3 – SCALING
	including related GBV risks	principles as well as facilitation techniques. Landesa and Tetra Tech, supported by a local partner, provide PepsiCo West Bengal team with a primer on related GBV risks in the local context. Tetra Tech, supported by Landesa, conducts follow-up visits to ensure application of learning from training.	on the West Bengal training materials and primer.	related GBV risks based on generic versions of the training materials and the primer.
3.1	Explore legal and policy reform to permit joint titling and tenant farming	Landesa identifies and understands opportunities for government scaling	Landesa shares lessons and builds support within government	Government pursues legal and policy reforms, recognizing that reform facilitates its meeting gender and WEE goals

Deprioritized Activities (to be considered for future years)

	Build women's group capacity to act as sub-vendors (groups from among both land leasing and other groups)	Tetra Tech works with women's groups on agri-business capacity assessment and capacity-building.	PepsiCo identifies levers to support women's group agri-business activities	PepsiCo agronomists encourage women's groups to develop the potato supply chain activities that are successful
	Use creative communication approaches to reach women in their daily activities	Tetra Tech tests separate messaging for women and men farmers	PepsiCo scales gender-informed messaging and channels in India with ILRG support	PepsiCo uses gender-informed communication tools in agro-extension and SFP approaches
	Train individual women's group members to update land records	Landesa trains women's group members to update land records to support PepsiCo SFP compliance goals	PepsiCo adopts approach to encourage land mutation and support SFP compliance	Women's group members provide land updating and in West Bengal
	Work with partners to contribute to SFP compliance by empowering women	Analyze areas of overlap and inconsistencies with existing partners (landscape analysis)	Build support from partners to align messaging and products with PepsiCo SFP and WEE priorities	Partner and NGO messaging related to women's empowerment consistent with PepsiCo SFP
	Modify PepsiCo app to include SFP and gender information	If PepsiCo's Vistex Application continues to be developed and used, Tetra Tech	PepsiCo adapts the Vistex application, based on content proposed by Tetra Tech (if/when	PepsiCo integrates gender into global Vistex application deployment

ACTIVITY	ACTIVITY DESCRIPTION	PHASE 1 – ILRG RESPONSIBILITY	PHASE 2 – PEPSICO INTEGRATION	PHASE 3 – SCALING
		proposes additional content for PepsiCo's app	feasible).	
	Explore and develop government intermediary land leasing model	Landesa gains and shares understanding of opportunities for government scaling	Share lessons and build support within government	Allow government support to facilitate meeting gender and WEE goals

LAYERING AND SEQUENCING

To ensure program quality during Phase 1, activities will be rolled out in synchronization with the agricultural calendar, and to take advantage of PepsiCo staff availability. After multiple consultations with USAID and PepsiCo, the following is the proposed phased roll-out schedule:

TABLE 3. PROPOSED ACTIVITY ROLL-OUT SCHEDULE

RAPID START SOW (JUN – AUG 2019)	REMAINDER OF YEAR 1 (AUG 2019 – MAY 2020)	YEAR 2 (JUNE 2020 – MAY 2021)
<ul style="list-style-type: none"> Hire Tetra Tech local staff including women agronomists Set up office, systems, etc. Recruit pro WEAL baseline firm Set up MEL system 1.2 Select 2 SHGs for land leasing 2.1 Modify existing training materials 2.2 Train PepsiCo staff on gender and women's empowerment 	<ul style="list-style-type: none"> 1.1 Train PepsiCo farm families (agronomy, SFP) and women's groups (EE) 1.2 Support land leasing with pilot SHGs 1.3 Develop challenge awards <ul style="list-style-type: none"> Explore focus of award competitions (replication of practices that are working in nearby communities and/or new innovations) Design and initiate award process 1.4 Pilot test approaches to norms change using GALS approach in 5 villages and an alternative approach in 5 villages; consider PepsiCo levers 2.2 Develop a primer on GBV risk related to empowerment of women 2.2 Create awareness of PepsiCo staff on GBV risks using the primer 3.1 Explore policy reforms for joint titling 	<ul style="list-style-type: none"> 1.2 Continued or expanded support for land leasing with women's groups 1.4 Roll out GALS to 2 additional districts Explore potential to modify PepsiCo in case it becomes viable Vistex App Prepare for increased mass media and social behavior change communication related to WEE and GBV in subsequent years

STAFFING

The staffing structure is based on a lean model, focused on placing women agronomists in pilot villages supported by a Tetra Tech Country Coordinator and Gender Specialist managing the implementation of subcontracts and coordination with PepsiCo. Part-time support from Landesa staff and other subcontractors will allow the Tetra Tech team to test the full suite of proposed activities.

TABLE 4. PROPOSED STAFFING STRUCTURE

	ILRG	PEPSICO
Full-Time Staff	<ul style="list-style-type: none"> ILRG Country Coordinator/Monitoring, Evaluation, and Learning Specialist 	

	ILRG	PEPSICO
	<ul style="list-style-type: none"> • Gender and Women’s Economic Empowerment Specialist • Women Agronomists (2) and Village Level Animators (5) • Administration/Logistics 	
Part-Time Staff	<ul style="list-style-type: none"> • SHG Specialist (Landesa) • Land Rights Specialist (Landesa) • Women in Agriculture specialists 	<ul style="list-style-type: none"> • Up to 6 women agronomists, at least one in West Bengal • Agro Team, Male Agronomists • Area Managers • Public Relations • Public Policy & Government Affairs (PPGA) • PepsiCo Foundation
Consultants or Subcontractors	<ul style="list-style-type: none"> • GALS training • Project-level WEAI baseline and endline • EE training of SHGs and others as relevant • GBV risks and awareness specialists 	<ul style="list-style-type: none"> • Control Union • WaterAid
Global Part-Time Support	<ul style="list-style-type: none"> • ILRG Task Manager • Gender and agronomic extension • USAID project management/compliance 	<ul style="list-style-type: none"> • SFP team • Regional Asia, Middle East, North Africa leadership team

3.0 STRATEGIC APPROACH I: INCREASE WOMEN'S EMPOWERMENT AND GENDER EQUALITY AT THE FARM, GROUP, AND COMMUNITY LEVEL

Outcome Statement: *Scalable examples that increase women's empowerment through their engagement in potato farming, resulting in increased adoption of sustainable farming practices and increased potato production.*

STRATEGIC APPROACH OVERVIEW

Proposed interventions will increase household-level and community-level gender equality and support women's empowerment through multiple channels – by directly engaging with men and women in households currently reached by PepsiCo agronomists and aggregators, and through women's groups, including, but not exclusively, Government of India (GOI)-supported SHGs. Activities will promote and equip women for different roles in the value chain and improved income-earning opportunities as well as influence positive change in household and community gender norms to support evolving roles of women, increase women's leadership skills, and support women's agency. By promoting women's increased engagement in and rewards from the potato value chain, the project might unintentionally exacerbate existing tensions within families, particularly if the interventions ignore existing inequalities and norms. Without mitigating risks to women who become empowered through project interventions, women could be less likely to exercise their voice and agency to improve potato production, and PepsiCo is unlikely to be able to engage women's support to adopt sustainable farming practices and to improve potato productivity and yield. Activity 1.4 will help create awareness of and help mitigate risk of unintended consequences, including GBV, of promoting women's economic empowerment. (Other activities also include approaches helpful in relation to GBV risk, particularly 2.2)

SHGs are identified as one of the most appropriate entry points to engage women for the dissemination of new approaches, tools, and technologies in rural West Bengal; they are not the only way to reach groups of women, nor the only way to reach women engaged in the PepsiCo supply chain. SHGs are present in all West Bengal communities, including all communities where PepsiCo purchases potatoes. In the communities selected for this activity, however, opportunities for working with other women's groups that are identified will be queried as well. As activities with women's groups are carried out, they will be presented in ways that open participation for other interested stakeholders within the communities, particularly PepsiCo farmers. Table 5 and Figure 5 below present the overall architecture of actions planned under Strategic Approach I and highlight how the women's group focus is extended to benefit men and women PepsiCo farmers within the communities.

The capacity of women's groups varies and must be taken in to account when selecting groups for engagement in the pilot. Engagement through the SHG structure (or similar group structure) allows activities to reach women in an all-female group setting and the mutual support of group members reinforces participation and learning in the PepsiCo supply chain. Tetra Tech and Landesa will use women's groups as a socially appropriate means to engage with women in activities that benefit from group settings, such as improving land-leasing, skills and knowledge of farm tasks that women already undertake, and new areas of engagement, including farm management practices, SFP activities, sourcing time-saving solutions, and business planning. Only a limited number of groups will be selected for expanded engagement such as group land leasing (Activity 1.2), and other activities in future years e.g., support as sub-aggregators or in providing local agribusiness services (it is possible, but not a given, that

the same women's groups will engage in more than one of these select action areas). Individuals from within groups will be selected to receive training on and champion specific skills, such as farm-level record keeping and family-based demonstration farms that highlight women's farming roles.

Because the SHG system directly involves more than six million women in rural West Bengal, the system presents an enormous opportunity for scaling successful innovations. Beginning in Year 2, the project will move carefully to explore opportunities to carry out additional activities (including but not limited to the deprioritized activities shown in Table 2) to further bolster women's empowerment and gender equality and for scaling innovations. A premium will be placed on exploring and documenting changes that benefit women farmers and empower women economically.

Beyond women's groups and existing PepsiCo farmers, Tetra Tech will address community-level gender norms that limit women's empowerment generally and their access to and control over the resources required to engage in the potato supply chain specifically, through engagement with village-level men and women champions (including PepsiCo farmers and non-PepsiCo farmers) and families to normalize women's formal engagement in the supply chain and reduce risks to women related to increased leadership and agency in the supply chain. Each activity will be targeted to maximize the number of PepsiCo farmers engaged and will be presented in an open way. In order to further enable and support this work directly with PepsiCo farming households, in Phase 2 Tetra Tech will consider working with media firms to develop communication campaigns to further support normative change across broader communities.

Tetra Tech will address harmful gender norms that limit women's empowerment and gender equality by engaging specific PepsiCo farming households and their communities in ways that lead to increased support for the evolving roles of women, during and after the ILRG-supported activities, and help mitigate any unintended consequences of women's empowerment. To do so, Tetra Tech will engage communities to develop champions of women's empowerment, strengthen relationships and social networks, build capacity and understanding of gender equality, increase women's leadership, and support women's agency.

The activities within Strategic Approach 1, like the overall ILRG activity design, are informed by a sound understanding of the opportunities and limitations for PepsiCo Global and PepsiCo India to integrate and/or scale approaches in the future. Monitoring, evaluation, and learning (MEL) processes will document outcomes and understand impacts, human resource requirements, and costs to help PepsiCo plan for gender integration and mainstreaming.

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- PepsiCo will assign a point of contact for farmer and women's group training activities to provide feedback on outreach, trainings, and approaches, identifying their viability for scaling. PepsiCo will support site selection and introduce the team to relevant communities.
- Tetra Tech will coordinate overall engagement, scheduling of capacity-building and training events, and sequencing activities. Tetra Tech will lead learning and adapt capacity-building modules and resources, building upon the initial Landesa-led trainings and continuing to work with Landesa staff to deliver capacity-building activities through project agronomists.
- Landesa will lead all land-related activities and liaise with government as appropriate. Where PepsiCo is mentioned in land-related activities, Landesa will liaise with the PepsiCo PPGA team. In the early months, Tetra Tech will rely heavily on Landesa's existing team and relationships in West Bengal, as the implementation team becomes established.

CRITICAL ASSUMPTIONS

- There are enough women's groups and PepsiCo farmers who are interested in engaging holistically in the partnership in selected villages.

PREPARATORY ACTIVITIES

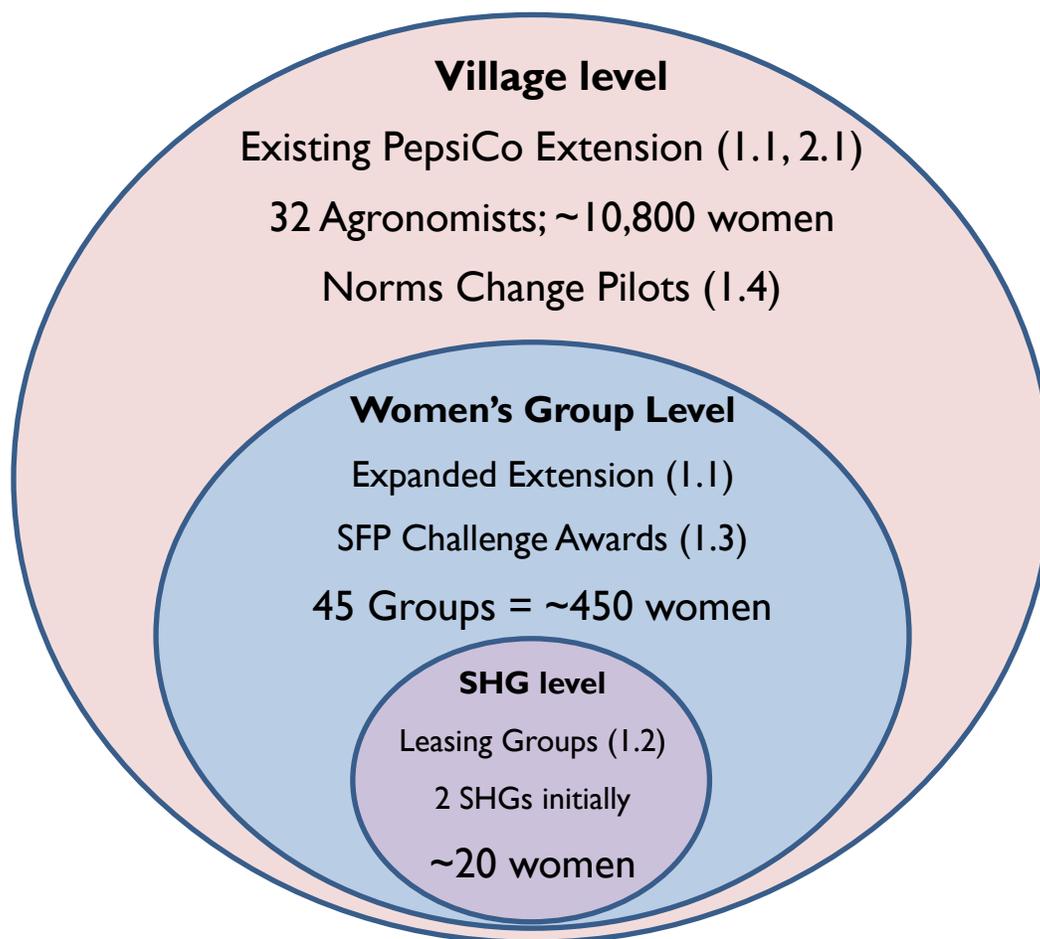
- *Note: This preparatory work is underway through the RS SOW and some tasks are complete and others will continue past the RS period. The full list of tasks is included so that the reader is aware of all tasks to be complete by the end of Year 1. We annotate the relevant tasks with "RS" for rapid start. [RS] **Select Pilot Districts.** Landesa, in collaboration with PepsiCo, will begin site selection by identifying the most effective and willing aggregators, then use data obtained from the SHG network to select strong SHGs in those areas. Landesa will meet with motivated SHGs to discuss the pilot, looking for clusters of SHGs in target communities. Landesa will develop SHG clusters in 9 – 15 villages in areas served by strong aggregators, and at the same time start to assess the presence of additional women's groups within the communities.*
- **[RS] Functional criteria development and assessment of women's groups.** As not all women's groups are equally functional and motivated, a differentiated approach will be necessary. (Note that the criteria and methodologies used to select women's groups can be used in other country contexts to assess the capacity of groups that might be engaged in women's empowerment activities. Landesa developed criteria for SHG selection under the RS SOW that can be applied, with modest adaptation as needed, to other types of women's groups in West Bengal.
- **[RS] Create a list of suitable characteristics for pilot women's groups.** Criteria to further explore with PepsiCo India include:
 - Interested female Scheduled Caste and Scheduled Tribe populations (or areas where women culturally have more and broader engagement in agriculture);
 - Presence of supportive PepsiCo aggregators and a critical mass of PepsiCo farmers;
 - Ease of access;
 - Enthusiastic local leaders or champions; and
 - Links to suitable government, NGO, water, sanitation, and hygiene (WASH) or input supply programs.
- **[RS] Select pilot women's groups and engage women's groups and leaders.** Apply screening criteria to systematically identify active women's groups in areas serviced by strong PepsiCo aggregators, and women's groups with a significant proportion of PepsiCo farmers. Landesa will coordinate closely with PepsiCo and the Tetra Tech team regarding selection criteria and the selection process, as well as processes for engagement with selected women's groups.
- **Define level of engagement for different groups as well as approaches to open activities to broader members of communities.** Some women's group will receive a broad range of capacity-building activities, while others will be targeted to receive a select number of capacity-building activities. In many trainings and activities, multiple women's groups will receive trainings as a group, so that reaching all 45 groups may only require 15 meetings/training events. Note that activities carried out with women's groups in communities may be carried out broadly to reach PepsiCo farmers who do not belong to women's groups in those communities.

TABLE 5. APPROACH I ACTIVITIES AND ASSUMPTIONS OF IMPACT IN YEAR I⁵

ACTION	TARGET CRITERIA	REACHING	TIMELINE
[RS] Identify districts	Expect three districts for diversity of experiences	3 districts	Districts selected
[RS] Identify villages and gain consent from local leaders, aggregators, etc.	Target three to five villages per district (9 – 15 villages total); based on existing PepsiCo agronomist distribution, and supportive aggregators	9 – 15 villages	In process
[RS] Inventory SHGs, including portion of existing PepsiCo farmers, as well as their interests (and capacities) in range of relevant activities	Inventory SHGs in village clusters, where there are supportive aggregators	90 – 150 SHGs	Inventory done
[RS] Narrow SHGs for Year I, based on established selection criteria and consider other women's groups where present using the same/similar criteria	Select three to five women's groups per community or village, aiming for ~45 women's groups in the cohort, across ~15 villages	45 women's groups	In process
I.1a Broad agronomic and SFP training	Open to selected women's groups and PepsiCo farming families	45 women's groups and 15 villages	October – March 2019
I.1b Empowered Entrepreneurship training	Initially focus on the two land-leasing women's groups for testing; subsequently expand to other women's groups, as relevant, in all pilot villages	Initially 2 SHGs Scaling to 45 women's groups	Training of Trainers in fall of 2019 TBD for the 2 land leasing groups Scale to women's groups Y1 - Y2
I.2 Group land leasing for potato production	Select two land-leasing SHGs initially	2 SHGs	2 SHG selected
I.3 Challenge awards for time-saving and SFP compliance solutions	Open to all women's groups, with priority; may also be extended to others through parallel competitions.	45 + women's groups	April – June 2020
I.4 Community and household-level gender norms changing engagement – pilots of GALS and an alternative approach plus consideration of PepsiCo levers for changing gender norms	Starting with 10 villages in Year I (5 villages per approach), and subsequently open to all interested villages, access through PepsiCo farmers; identify one or more lever(s) through which PepsiCo could influence norms change (see discussion under I.4 below)	Initial pilots in 10 villages; reach of levers could be in pilot villages, the district level or beyond and will need to be determined as levers are considered	October 2019 – December 2020 (part of the process will be completed in Y2)

⁵ Full descriptions of activity tasks, timelines, and responsibilities are presented in the implementation plan Gantt chart, attached separately.

FIGURE 5: NESTING OF FARM ACTIVITIES WITHIN VILLAGES, WITH FULL VILLAGE, SHGS, AND SELECT SHGS⁶



ACTIVITY 1.1: PEPSICO FARM FAMILIES AND SHG TRAINING (PHASE I; TETRA TECH)

Outcome Statement: Increased production and productivity on farms growing PepsiCo potatoes achieved through the support and empowerment of women engaged in SHG and living in PepsiCo potato contract farming households and within the community at large.

DESCRIPTION OF IMPLEMENTATION APPROACH AND SEQUENCING

Women have key roles in potato production: preparing seeds, planting, weeding, harvesting, and managing crop residues. To maximize potato production and productivity in the small landholdings typically cultivated in West Bengal, it is important that both men and women directly receive up-to-date technical information related to potato production best practices. To date, women have not been intentionally engaged in PepsiCo extension efforts. Tetra Tech will engage women agronomists in three target districts, testing different models to determine the most cost-effective way to reach women (district-level women agronomists, village-level women animators, women’s group trainings, and joint men and women trainings). After conducting a rapid needs assessment, Tetra Tech will also revise

⁶ Please note SHG groups may overlap (leasing groups; sub vendors and land mutation skills in future years) but not necessarily.

existing PepsiCo agronomist training materials to be more gender-responsive and draft potato production extension materials geared toward women farmers appropriate for West Bengal.

YEAR 1 ACTIVITIES (TIMELINE IN GANTT CHART)

Note: This preparatory work is underway through the RS SOW and some tasks are complete while some will continue past the RS period. The full list of tasks is included so that the reader is aware of all tasks to be complete by the end of Year 1. We annotate the relevant tasks with “RS.”

- **[RS] Hire women agronomists.** Tetra Tech will determine lessons learned from past efforts to engage women agronomist. The team will draft position descriptions for two types of women agronomists – district-level women with formal degrees/experience in agriculture and village-level animators (community development workers). Under the rapid start SOW, Landesa will help with initial recruitment efforts until Tetra Tech’s team is in place. For district-level agronomists, Tetra Tech will identify recruitment strategies, interview potential agronomists, and conduct skills tests and reference checks, including required United States government vetting checks. PepsiCo and USAID will review final candidates before they are hired. For the village-level animators, Tetra Tech will use key informants to identify candidates, selecting twice as many as needed. PepsiCo staff will be involved in selection of individuals to help build rapport and facilitate future integration into their team. After an initial weeklong training, the field of candidates will be narrowed based on testing and observation. Village-level animators will initially be hired on short-term contracts. A mentorship relationship/structure will be established with women agronomists, PepsiCo agronomists, area managers, and aggregators. Tetra Tech will collaborate with PepsiCo to facilitate networking and shared learning between ILRG project agronomists and PepsiCo new hire women agronomists from various states.
- **[RS] Develop training curriculum.** Tetra Tech will undertake a light/rapid needs assessment of SHGs, women’s groups, and women in PepsiCo contract farming households and will review existing SFP and PepsiCo agronomy training and extension materials. Based on the assessment of needs and review of existing materials, Tetra Tech will adapt PepsiCo potato production extension materials for SHGs and women in PepsiCo contract farming households, in English and Bengali (aligned with materials under Activity 2.1).

1.1a Broad Agronomic Training: Train women in PepsiCo contract farming households and SHGs in potato agronomy and SFP:

- **Provide Training.** Tetra Tech will schedule agronomic training, including a discussion of key SFPs, in pilot communities and deliver the training to 45 women’s groups and 9 – 15 groups of women in PepsiCo contract farming households. Where available and travel constraints allow, trainings can be held on demonstration farms to showcase the best practices in action. Pre- and post-tests for women participants will be evaluated, and training materials will be adapted and revised based on participant feedback.
- **Develop agronomist field visit schedule.** In line with women’s group trainings above and existing PepsiCo/Control Union schedules, Tetra Tech will identify a field visit schedule for ILRG agronomists, in collaboration with PepsiCo agronomists, to provide support to women involved in potato production (as lead farmers or as members of a lead farmer’s family). As demonstration farms are created, ILRG and PepsiCo agronomists will support and visit these locations also. ILRG agronomists will target field visits to ensure maximum impact on potato production, and to minimize demands on women’s time and workloads.

1.1b Self Help Group Empowered Entrepreneurship Training:

- **Deliver Empowered Entrepreneurship (EE) training to interested women farmers through women's groups.** Tetra Tech will develop (either directly or through a subcontract) material in Bengali, building on existing EE training materials that have been tested by the Visionaria Network and John's Hopkins University (<https://www.cleancookingalliance.org/binary-data/RESOURCE/file/000/000/342-1.pdf>). The EE training will be scheduled and delivered with interested women's groups in 9 – 15 pilot communities. Training impact will be assessed to inform adaptation of training for future year roll out. As with all activities, PepsiCo staff will be invited to participate in the engagement, but it will not be obligatory. It is expected that as the trainings demonstrate results and are finalized, PepsiCo may wish to scale this through its own internal efforts.

What is Empowered Entrepreneurship?

Empowered Entrepreneurship is an approach which integrates human-centered design principles, psychology, gender awareness, and financial and business acumen training into one training program. The approach was developed by the Global Alliance for Clean Cookstoves, as a public-private partnership hosted by the United Nations Foundation, with support from the Ministry of Foreign Affairs of Finland. The approach includes modules on building business skills, finding voice and empowerment, and developing leadership goals. The approach was specifically designed for organizations working with women entrepreneurs. The curriculum includes six days of training, which can be delivered in different ways. A randomized control trial conducted by Johns Hopkins University demonstrated that women who participated in both the four-day entrepreneurial training and the four-day empowerment training more than doubled their sales and were three times more likely to be higher sellers. The intervention targeted both men and women small business owners.

(Anita V. Shankar, MaryCalice Onyura and Jessica Alderman, 2015. Agency Based Empowerment Training Enhances Sales Capacity of Female Energy Entrepreneurs in Kenya; Journal of Health Communication: International Perspectives, 20: sup 1, 67 – 75)

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- PepsiCo staff will identify one or more agronomists willing to mentor and support women agronomists. Mentoring includes willingness to answer questions and provide strategic support and problem solving for approximately 30 minutes to one hour/week. PepsiCo staff will include ILRG district-level agronomists, hired through this program, and locally hired female PepsiCo agronomists in standard interactions, trainings, and updates.
- Tetra Tech will train and mentor women agronomists (including PepsiCo women agronomists hired to help execute the program) and village-level animators, contract the EE training team, establish data collection parameters, collect output and impact data, and disseminate results.

CRITICAL ASSUMPTIONS

- Women agronomists are available and able to serve at the district and village levels, and able to effectively support women farmers.
- PepsiCo agronomists are willing to support and mentor women agronomists and farmers. Specific win-win scenarios and advocacy materials will be developed to document the learnings from this arrangement. PepsiCo has indicated they are willing to reward agronomists who support women farmers.
- Women have the time, resources, and motivation to participate in training programs (training programs will be designed to maximize women's ability to participate by engaging their input

during the rapid needs assessment).

- Women can access resources needed to adopt sustainable farming practices.
- If the pilot is successful after one to two seasons, PepsiCo will scale up adoption by expanding hiring of their own women agronomists in future phases and carrying out gender-sensitive agronomy and EE training.

PATHWAY FOR SCALING

- **Phase 1 Evaluation:** The adaptation of existing PepsiCo trainings and development of new training with approaches and messaging to reach women more effectively is expected to be deployed and evaluated during the first growing season, and subsequently adapted.
- **Phase 2:** If PepsiCo finds value in the materials and approaches, it is expected that ILRG will further work with PepsiCo in West Bengal (and potentially across India) to ensure that the full suite of agronomists have access to, and are trained in using, the materials and approaches. PepsiCo will be expected to hire additional women agronomists in some cases.
- **Phase 3:** Broader use of updated materials and integration of changes into existing practices will occur in Year 2, while larger decisions that include PepsiCo hiring new staff or changing existing practices, may be done more incrementally.

ACTIVITY 1.2: LAND LEASING (PHASE I & 2; LANDESA)

Outcome Statement: Increased opportunities for landless women to access land for potato production and contribute to PepsiCo potato supply using new land-leasing mechanisms piloted and promoted by ILRG.

DESCRIPTION OF IMPLEMENTATION APPROACH AND SEQUENCING

Based on the assessment and experience in West Bengal, women from Scheduled Castes and Scheduled Tribes are willing, able, and eager to be involved in agricultural activities outside of the home. General Caste and Muslim women also participate in farm-related activities, but they generally prefer work that can be done within the home, such as potato seed preparation and crop storage, crop residue management, animal husbandry, and meal preparation for laborers.

Further, there are examples in West Bengal of spontaneous women's group leasing. These examples demonstrate women's interest in farming through group leasing. Women in these groups are often Scheduled Caste and Scheduled Tribe members – the same women who the assessment found to be actively engaged in farming.

Supporting the development of SHG group leasing in the PepsiCo potato supply chain could have the advantage of not only increasing women's involvement in potato growing, but also increasing the supply of PepsiCo potatoes. It would also demonstrate women's capacity to manage all aspects of farming operations, which could serve to break down social and economic barriers inhibiting women farmers' full participation in the potato supply chain. Women in turn would benefit from gaining knowledge from PepsiCo trainings and involvement in the potato supply chain, increasing their personal agency and income. There may be an opportunity to demonstrate the benefit of newer practices such as drip irrigation on these newly cultivated farming lands that could in turn influence the larger farming community and contribute to PepsiCo's growth plans in West Bengal while helping women lead in their communities. This could be an important stepping stone for PepsiCo to increase the proportion of its potatoes sourced from women-managed farms. As the model becomes more commonly accepted in West Bengal, PepsiCo could build on the momentum to help its aggregators reach sourcing goals from

women.

YEAR I ACTIVITIES (TIMELINE IN GANTT CHART)

Note: This preparatory work is underway through the RS SOW and some tasks are complete while some will continue past the RS period. The full list of tasks is included so that the reader is aware of all tasks to be complete by the end of Year I. We annotate the relevant tasks with “RS.”

- **[RS] Selection of two SHG leasing groups.** Landesa will implement a four-part selection process to identify two SHGs interested in leasing land as a group to produce PepsiCo potatoes. This activity will be completed under the rapid start SOW.
 - 1) Develop criteria for the selection of SHGs that includes, for example, SHG interest and capacity, the buy-in of aggregators and other key stakeholders in the PepsiCo value chain, experience growing potatoes, and group demographics (e.g., members include women from Scheduled Castes or Scheduled Tribes). The criteria will include the conclusions from application of a capacity and risk assessment tool that will be developed by Landesa for this activity. The capacity and risk assessment tool will allow the Landesa team to rapidly determine each SHG’s financial and organizational capacity, as well as risks. These criteria will be shared with USAID and PepsiCo for reference, recognizing that the use of the criteria is time-sensitive for the selection of the first two SHGs.
 - 2) Hold meetings with PepsiCo area managers, agronomists, aggregators, and sub-vendors to gauge their interest in and commitment to working with SHG leasing groups. Landesa will prioritize meetings with PepsiCo aggregators, as their buy-in is especially critical to the success of SHG leasing groups. Based on results, Landesa will develop a short list of areas most suitable for piloting SHG group leasing. This will include prioritization of opportunities for this first year, but also inform broader village selection and groups that may be interested in year two.
 - 3) Focusing on the service areas of the most supportive aggregators, consult with the SHG network to shortlist up to 20 SHGs in each district for Year I piloting of land leasing. Landesa will prioritize the list based on information available from the SHG network.
 - 4) Hold meetings with shortlisted SHGs to assess the suitability of SHGs, using the criteria. The Landesa team will also hold targeted meetings with men from households with SHG members to explain the group leasing model and obtain their buy in and support. Based on results, Landesa will further prioritize the SHGs suitable for participation in group leasing for Year I.

Based on the shortlist of SHGs and areas most suitable for piloting SHG group leasing, Landesa will nominate at least two SHGs, from one or two districts. The two nominated SHGs will not only have the capacity and interest to participate in group leasing but will also be located in areas with supportive aggregators. Landesa will prepare a written report justifying the selection of the two SHGs. After the two SHGs are nominated, PepsiCo, the aggregator, and the ILRG team will interact with the SHGs to confirm they are comfortable working with them and approve the selection. Thereafter, Landesa will help the SHGs to identify and lease suitable land, and Tetra Tech will support necessary training and, with the PepsiCo team, identify necessary agricultural inputs.

- **[RS] Research women’s group leasing models and practices, as well as potential risks of such models.** Landesa will research women’s leasing group models and best practices on India, as well as potentially other models and practices outside India. Landesa will also research

potential risks of women's group leasing and participation of women in commercial farming. This research will be informed by information collected through use of the capacity and risk assessment tool to select SHGs. Landesa and the ILRG Country Coordinator will also visit other women who are leasing land, in groups or otherwise, to obtain data on leasing group models and best practices. Questions will include:

- How are farming activities organized, especially those activities that are typically performed by men?
- What practices or arrangements have helped the women to be effective?
- Which government programs have aided them?
- How do they organize their record-keeping and internal decision making?
- How do women negotiate intra-household dynamics and potential conflicts related to their involvement in group leasing and the impact on their time?

These research findings will be used to identify SHG capacity needs and narrow the set of training and capacity-building skills and tools that will be deployed in the growing season, and also to mitigate risks.

- **Begin engagement with the two SHGs land leasing groups selected above.** Landesa will carry out a rapid assessment of the two SHG land leasing groups to determine where capacity gaps exist to help inform and prioritize what trainings and capacity-building activities should be prioritized by Tetra Tech. SHG access to credit and other services, as well as experience growing potatoes, will be included in the selection criteria to help minimize support needed. Year 2 activities are expected to scale this work to additional women's groups and focus increasingly on access to finance for women, likely through SHGs. SHGs currently receive preferential access to credit through government programs, which makes these more likely to be viable.
- **Build the capacity of women managed land leasing groups to become successful commercial potato farmers.** The leasing groups will receive various gender-informed trainings and support that will be developed based on the rapid assessment and identified capacity needs. See Activity 1.1 for more detail.

Women within leasing groups will have the capacity needed to be successful commercial potato farmers by no later than the 2020/2021 growing season, although ILRG is aiming for leasing groups to possess such capacity by the 2019/2020 growing season. If PepsiCo or ILRG determine that some or all of the women within leasing groups are at risk of failing to deliver potatoes or otherwise meet expectations, leasing groups' planting of potatoes will be shifted to the 2020/2021 growing season. Regardless of whether women within the leasing groups plant in the 2019/2020 or 2020/2021 growing season, the leasing groups will participate in the full range of training activities planned for Phase I and described in Activities 1.1, 2.1, and 2.2. Recognizing the risk that poor performance would pose to the broader program, both ILRG's female agronomists and PepsiCo's agronomists will pay particular attention to the needs of women within these groups and the constraints they face throughout the growing season through frequent visits to these fields. Recognizing that demonstration farms are one of the key routes to scaling intervention and impact in PepsiCo supply chains, these SHG's will have a goal of having one demonstration farm/plot in Year 2 that other women and men can see in action the best practices and impact of women-led farming. Landesa will meet with PepsiCo India staff to set expectations regarding the fact that the success of leasing groups will be based on whether they are successful commercial potato farmers by the 2020/2021 growing season and that we

are taking an adaptive management approach which could lead to shifting planting out by one year.

- **Review outcomes.** Learnings from multiple stakeholders will be captured during this stage, to understand how skills were deployed on family farms vs. group-leased farms, as well as the experiences of PepsiCo agronomists and aggregators, to inform activities in following years.

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- Landesa will lead selection of leasing groups from within SHGs, the initial engagement with them and assessment of their capacity. Specific follow on activities and scheduling will be coordinated among Landesa and Tetra Tech, with PepsiCo and Control Union input where possible.
- Tetra Tech agronomists will deliver specific gender-informed trainings to land leasing groups, based on needs and priorities identified during the rapid capacity assessment conducted during project start-up.
- PepsiCo agronomists will be aware of the villages where this model is being deployed and will work with aggregators and Tetra Tech local staff to encourage this engagement. PepsiCo's existing agronomic team will act as mentors/backstop with Tetra Tech agronomists, particularly focused on the areas cultivated by women within these groups. If and as the PepsiCo team is available, they will be invited to participate in material review, development, and testing. PepsiCo agronomists will work with aggregators to commit seeds to interested women's groups.

CRITICAL ASSUMPTIONS

This activity is based on the assumptions that a suitable group or groups of women can be identified who are eager to lease land and have adequate time to cultivate PepsiCo potatoes, and that the local leaders are amenable to the intervention. As of time of writing, these groups have been identified and agreed upon with PepsiCo.

PATHWAY FOR SCALING

- **Phase 1 Evaluation:** Given the rapid start of the land leasing activity in Year 1, lessons will be gathered from the first year and applied to Year 2 to inform continued pilot efforts of women's group land leasing for potato production with additional women's groups. Demonstration plots will allow for a "see-touch-feel" approach to convincing women, men, and PepsiCo agronomists of the viability of women farming.
- **Phase 2:** If PepsiCo finds value in the activity between results in years one and two and would like to publicize them, Landesa will work to share results with the State Rural Livelihoods Mission (SRLM) to develop public acceptance of the opportunities from land leasing to women. Demonstration farms can provide a community touch-point to see the results. Resources that document how to engage in group land leasing will be developed and PepsiCo agronomists will be available to send interested women's groups (and aggregators) to appropriate support (e.g., Landesa), who will act as mentors in the three pilot districts.
- **Phase 3:** Further uptake on land leasing will most likely require the active support of the government of West Bengal and will be led by Landesa. This engagement is likely to be focused more on SHGs given a government priority for engaging with these groups. PepsiCo staff will help its aggregators understand and prioritize approaches that deliver potatoes through land leasing.

ACTIVITY 1.3: USE CHALLENGE AWARDS TO PROMOTE INNOVATIVE SOLUTIONS TO PRACTICAL ISSUES (PHASE I; TETRA TECH)

Outcome Statement: Women's groups contribute to the adoption of sustainable farming practices through the identification, development, and adoption of solutions – technologies and processes – to lead to time savings and improve potato productivity.

DESCRIPTION OF IMPLEMENTATION APPROACH AND SEQUENCING

The assessment team identified a number of ways in which women's groups can be engaged to enhance the adoption sustainable farming practices. Tetra Tech will engage with women's groups, and potentially other groups or entities, to explore and source solutions to issues identified including time saving technologies, seed preparation tools, safe agro-chemical storage, small machinery (e.g., pumps) or personal protective equipment (PPE). Tetra Tech will help groups to either identify solutions already in use in other communities that can be replicated in PepsiCo farmer communities, or design and pilot new solutions. Discussions will be held with community members in pilot villages about if and how these solutions could be adopted. Challenge awards will motivate/encourage groups to help widen use of solutions identified as well as allow women's groups to design and pilot additional solutions. Initial efforts will focus on identifying time savings that will reduce barriers to adoption for specific sustainable farming practices. Opportunities to award communities that are leading the way in SFP compliance, particularly through the engagement/leadership of women, will be promoted.

Solutions do not have to be technological or product-based but may also focus on processes that communities find to be socially acceptable/appropriate to promote compliance with PepsiCo sustainable farming practices. For example, processes to facilitate adoption of WASH practices including hand washing with soap after using agrochemical equipment could be promoted, which may not require the development of new technologies.

A new product example is development of low-cost, locally appropriate PPE, through a challenge award contest. The timeline to have these designed has more leeway than other solutions such as seed splitters, favoring PPE being the subject of the initial innovation contest in Year 1. Once developed, farmers will test and provide feedback to improve PPE design and performance. A PPE contest will keep the effort focused and targeted and can result in quick wins. Tetra Tech could then work with PepsiCo to partner with agrochemical companies to promote and package winning PPE solutions if appropriate, and document adoption, sales, use, and impact on PepsiCo KPIs as well as women's group revenue. These could be as simple as locally developed communications materials.

Using lessons learned from an initial contest e.g., for PPE, in subsequent years Tetra Tech will conduct similar contests and awards to contribute to use of time-saving technologies around seed preparation and crop residue management, micro irrigation, weeding, and other areas where there may be an opportunity to synergize several needs as a bundle of time-saving, productivity-supporting solutions. This may involve partnering with mechanical engineering institutions and women's groups to develop designs, and with agro-input dealers to disseminate them. Time-saving technologies can importantly include things outside of farming specifically that save women time in their unpaid care work burdens. Contest themes will be directed by women's groups and PepsiCo farmers.

The participation and leadership of women's groups to solve these important production-related problems contributes to women's empowerment and agency through increased self-esteem from community and PepsiCo recognition, income from new products or services, ownership and control over resources from product development, and increased voice and collective action. For example, using SHG financing, women could acquire small machinery and lease it to farmers to earn income. Women's groups that successfully design solutions to local farming practices and are part of the process to scale up those solutions help women demonstrate their capabilities and attain their aspirations.

Extension Opportunity: Recognizing that it is not only women who can develop innovations (technologies and processes) that contribute to women’s empowerment, reduce time burdens, and enhance SFP compliance, some of the challenge award competitions will be open to the broader community beyond local women’s groups, including men, companies, local universities, and NGOs. Nevertheless, it is important that initial efforts target women’s groups specifically and that parallel competitions are run so that local women’s group are not in competition with more experienced others.

Year 1 will begin with action research to identify existing solutions that can be replicated by women’s groups in pilot communities. Tetra Tech will design and launch an initial PPE contest in Year 1, with follow-up contests on other SFP non-compliance areas expected in Year 2. ILRG is open to different opportunities if PepsiCo believes there is a higher SFP non-compliance area to target. Through dialogue with communities and with PepsiCo’s agronomists, Tetra Tech will confirm or adjust this prioritization. It is important to note the motivational importance of competitions to incentivize women’s group to engage with the non-compliance subject matter. As a result, the success of the activity is not only measured by uptake of the successful solutions, but the number of groups that participate and become champions for SFP compliance.

YEAR 1 ACTIVITIES (TIMELINE IN GANTT CHART)

- **Action research.** Tetra Tech will collaborate with women’s groups to conduct a mini-study of successes achieved by local households or other communities with respect to tackling non-compliance (and particularly those where the solution can help women). With information gathered, priorities will be finalized for support in Year 1 through challenge awards.
- **Preparation for competition.** Further consideration of focusing the first competition on PPE will be made, including examining willingness to pay and past PPE experience with five to ten focus groups of PepsiCo farmers in pilot and nearby communities. The project will collect examples of existing gear and costs to inform design work, including through discussions with private sector actors. In agreement with USAID and PepsiCo, Tetra Tech will develop contest guidelines and modalities. In Year 2, Tetra Tech can expand the challenge award program to source solutions to other time-consuming activities including bundle solutions to promote time-saving WASH and micro-irrigation interventions. The awards do not necessarily have to be for identifying a new solution, but rather community led-solutions to increase compliance. This could be through song, art, or processes that are replicable across farms/villages.
- **Deploy competition.** Tetra Tech will disseminate contest rules and guidelines and identify interested participants. A workshop will bring together agrochemical companies, women’s groups, textile companies, and farmers. Applicants will be given 30 days to develop their test models. Tetra Tech agronomists and village animators may provide post-workshop support to applicants.
- **Evaluate competition.** Tetra Tech will organize evaluation committees of farmers and agrochemical companies, consisting of both men and women, to select winning designs/processes.
- **Pilot and evaluate for scaling.** Tetra Tech, with women’s groups, will test winning designs and disseminate successful models. This may include use on male and female-led demonstration farms. Lessons learned and best practices will be documented and shared. Note that due to the importance of field testing, it is expected that this process is likely to take significant amount of time and is not something that is immediately scaled in the first year, despite initial promise.
- **Communicate.** The contests and awards are also a mechanism for PepsiCo to increase brand

recognition through communications and sharing of success stories. This is an opportunity for PepsiCo officials to participate in the recognition of winning groups.

- **Carry out additional challenge competitions.** The project will use results to inform similar contests for seed preparation equipment and crop residue management tools. Additional opportunities related to weeding, irrigation management, and micro-irrigation will be examined for follow-up competitions. Challenge competitions could broadly address time savers, WASH, and irrigation efficiency.

TIMING ISSUES

- PPE needs to be developed by December, for testing in January – February (although it can also be tested during rice during monsoon season) (*Year 1*). This slightly longer time for initial testing is one reason to favor starting with PPE in Year 1, among other factors.
- Seed preparation prototypes need to be developed and ready for testing by August, for use from October – December (*Year 2*).
- Crop residue management tools and technologies need to be developed by August, for testing in October – December (*Year 2*).

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- Farmers and staff from PepsiCo, Control Union, ILRG, and USAID may sit on the evaluation committee.
- PepsiCo and USAID are responsible for communicating contest results to the broader national and international public, through social media and institutional marketing efforts.⁷
- Tetra Tech will roll out the contest, support women and men to participate, establish evaluation criteria, conduct the willingness to pay assessment, collect output and impact data, and produce results.
- PepsiCo and Tetra Tech will liaise with private sector agrochemical companies to scale up adoption and dissemination.

CRITICAL ASSUMPTIONS

- Women have the time, motivation, and skills to participate in challenge award opportunities, given that they will be able to participate from home, schedule their own time to participate, and can work through women's groups that they already spend time with, can tap into Tetra Tech staff for information, and that there are financial rewards and incentives to participate.
- Women have a basic understanding of the challenges that they are responding to through the competition and have the knowledge, capacity, and skills to design appropriate solutions.
- Men and women farmers will purchase, adopt, and use locally adapted PPE and crop harvesting tools.
- Agrochemical companies are willing to partner to distribute PPE and new tools and equipment.
- Materials to develop appropriate PPE and new tools and equipment are locally available.

⁷ We will use this opportunity to engage USAID and PepsiCo senior leadership as well as leaders from other private sector partners and engage PepsiCo's and USAID's communication teams to promote successes.

PATHWAY FOR SCALING

- **Phase 1 Evaluation:** Year 1 experiences will be judged based on participation and reported impacts of SFP adoption in pilot villages.
- **Phase 2:** If PepsiCo and farmers find value in the activity, then future competitions will be run at scale across other supply chain areas.
- **Phase 3:** Full deployment would see PepsiCo's team in India or elsewhere running similar competitions, and deepening partnerships with existing equipment providers.

ACTIVITY 1.4: PROMOTE AN ENABLING ENVIRONMENT FOR WOMEN'S EMPOWERMENT AND GENDER EQUALITY BY ADDRESSING HARMFUL GENDER NORMS AND CREATING COMMUNITY CHAMPIONS (PHASE I AND 2; TETRA TECH)

Outcome Statement: Harmful gender norms and practices begin to change in pilot communities and PepsiCo staff develop an understanding of how PepsiCo can engage in norms change to scale women's empowerment and gender equality in the potato supply chain.

DESCRIPTION OF IMPLEMENTATION APPROACH AND SEQUENCING

This activity focuses on addressing harmful gender norms that limit women's empowerment and gender equality by engaging specific PepsiCo farming households and their communities in ways that lead to increased support for the evolving roles of women, during and after the ILRG-supported activity, and help mitigate any unintended consequences of women's empowerment activities. As PepsiCo scales its efforts to achieve women's economic empowerment in the potato supply chain in India and globally, it will need to understand whether and how it can support norms change. Options could range from a light touch approach, through communications and influencing others to take on norms change efforts, to incorporating scalable actions into their own staff workstreams. This activity is designed to explore options and yield recommendations for PepsiCo. Two approaches will be piloted in five villages each, and Tetra Tech will also work with PepsiCo to consider additional levers it might have to effect norms change. The pilots and levers will be reviewed for effectiveness and cost (time and money) in practice to inform recommendations going forward.

Pilot Approach 1: Gender Action Learning Systems (GALS)

Changing gender norms is difficult and happens over time. To facilitate normative change and reduce the risk of unintended consequences resulting from the promotion of women's empowerment practices, Tetra Tech will adapt and adopt the GALS approach in pilot communities. GALS is an approach that uses participatory principles to promote gender equality and women's empowerment in a community-led, expert-facilitated process. GALS strengthens gender equality and reduces barriers to women's empowerment and can have positive effects on GBV by addressing harmful gender norms and practices within a community and by bolstering social networks to support positive change. GALS uses a year-long process relying on community agents to mobilize local women and men (married couples, in-laws, local leaders, etc.) as champions, providing them with training to serve as trainers of others and tools and support for the design of local solutions to specific challenges.

The GALS approach relies on "champions" – women and men in communities who use the methodology to change their own lives and share what they learn with others through peer sharing. Community champions help households address a range of needs, such as renegotiating time management and duties within a household, shared vision setting, and household planning. A key factor in the GALS process is the ability for champions to work together and learn from each other. Ultimately, the process motivates and equips champions to negotiate women's access to and control

over resources and related income. Through a four-step process, the community is equipped to promote gender equality and facilitate women's economic empowerment.

This community-level approach will complement and support women's training activities (both agronomic training and Empowered Entrepreneurship training) that will be provided under other activities. Tetra Tech will use the GALS methodology to train 25 married couples (50 people) in five pilot villages to promote negotiated behavior change that is acceptable in each household and village. The approach requires significant community mobilization and training to get started, but the effects and impacts continue for years after implementation. Tetra Tech will initially pilot the approach in five communities in one district (25 couples * 5 communities = 125 couples, or 250 people). Based on Phase I results, Tetra Tech will explore expanding the approach to remaining pilot districts, in discussion with PepsiCo and USAID. In Phase 2, Tetra Tech hopes to reinforce the results of GALS and other project activities with creative communication messaging to broaden the reach of norms change.

Pilot Approach 2: to be determined. Tetra Tech is re-evaluating alternative approaches (such as the norms change segments of the CARE Gender Transformative Change methodology) from the perspective of scalability. Tetra Tech is reviewing lessons learned on scaling norms change from the health sector and perspectives of USAID's Passages Project on relevancy of those lessons to other sectors. The ILRG Activity Manager and the newly hired West Bengal Gender Specialist will recommend an alternative approach for concurrence by USAID and PepsiCo, revising a separate analysis and justification document. Once approved, this section of the Gantt chart will be updated to include relevant tasks.

Consideration of potential PepsiCo levers: There are levers that PepsiCo can likely apply to promote positive norms change to support gender equality and women's economic empowerment, outside of funding and implementing an activity like GALS. Some ideas include: a) PepsiCo could require that farmers include spouse's names and signatures on collaborative farming contracts; b) PepsiCo could intentionally use tactics that invite to women to speak at meetings and lend attention to their voice, applying learning from gender training; or, c) PepsiCo could more effectively use its voice to message broadly about the value of empowering women and to influence other actors to pursue norms change.

YEAR I ACTIVITIES (TIMELINE IN GANTT CHART)

- **Identification and selection of participants.** The approaches to be piloted require identifying community members who will lead or actively engage in implementing the approach within their communities. The nature of participation will vary according to the approach piloted. Participants will be identified in 10 communities, using PepsiCo collaborative farming networks, local leaders, cooperative societies, women's groups, aggregators and existing community-level actors. First, Tetra Tech and Landesa will have one-on-one meetings with the above-mentioned actors in each community to explain the approach to be piloted in their community and solicit feedback on how the approach could be best implemented in the community. They will prioritize those involved with PepsiCo and the USAID/PepsiCo project who have social standing and influence in their communities. Tetra Tech will follow the initial one-on-one meetings with one public event in each community to explain the approach and collect a list of interested participants. Tetra Tech will finalize the participant list and share it with PepsiCo staff, so they are aware of PepsiCo farmers and aggregators participating in the process.
- **GALS catalyst workshop.** After negotiating the timing and location of GALS events in each community, the project will hold catalyst workshops over the course of six days with 50 participants in each pilot village (5 communities * 50 people = 250 participants). Activities are interactive and are interspersed with cultural events including song and theater. This training will

take place at a time and location negotiated in each village, to facilitate participation and learning. Often windows of opportunity are available after crops have been planted and before harvest.

- **GALS livelihood and leadership reinforcement workshop.** Three months after the catalyst workshop, a 1.5-day workshop will be held for participants to review achievements and track progress.
- **GALS organizational planning workshop.** Six months after the catalyst workshop, participants will come together to develop a collective vision for the process across the village, helping to find ways for household-level learning to spread across a larger portion of the village without external pushing.
- **GALS annual review and sustainability planning workshop.** At the annual review workshop, participants will review and share gender, livelihood, and leadership achievements; examine gender issues and their evolution over the year; and examine livelihood, market, and value chain issues using market maps and challenge action trees⁸ to establish the business case for GALS. This process will focus on making strong linkages to agricultural practices. The workshop will facilitate peer sharing and promote local leadership. During the workshop, participants will establish sustainability strategies and develop a peer learning plan for the following year.
- **GALS expansion.** In subsequent years, the approach increasingly relies on previous participants supporting the expansion of impact within target communities through outreach to neighboring communities, using a training of trainers model.
- **Approach 2:** Tasks to be determined (will be identified in separate analysis document on approaches to norms change).
- **Assessment of the effectiveness of approaches to norms change.** After one year of piloting activity approaches and trial usage of at least one lever by PepsiCo, Tetra Tech will take stock of experiences to date and undertake a comparative assessment. The comparative assessment will review what is working and whether and how actions could be scaled by PepsiCo or others. During Year 1, Tetra Tech will prepare a framework for this review and gather information relevant to it. By gathering information as implementation is on-going, adaptation may be made, if/as relevant.
- **Prepare a recommendations report for PepsiCo.** Based on the assessment of pilot experiences and further discussions with PepsiCo (e.g., about levers considered), Tetra Tech will prepare a brief on PepsiCo's prospective roles in scaling norms change.

TIMING ISSUES

The process takes one year of project support before it becomes self-sustaining.

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- USAID will link Tetra Tech to relevant experts working on other USAID projects for information and knowledge exchange.
- Tetra Tech will implement the pilots, relying on the ILRG Gender Specialist and appropriately trained and qualified local consultants, and will establish monitoring and evaluation needs, collect output and impact data, and disseminate results and learning.

⁸ These tools are available on the "GALS at Scale" platform (<http://www.galsatscale.net/>)

- PepsiCo will be provided with an overview of the process, so they understand the process in communities where they work. Depending on staff interest, their observation of some of the pilot implementation activities, e.g., the training of trainers or discussion with the GALS champions, is possible.

CRITICAL ASSUMPTIONS

- Women and men can make the time and have the motivation to participate in GALS training and to participate in an alternative approach.
- Qualified trainers and networks in India are available and willing to support the pilots.
- PepsiCo staff, Control Union staff, and aggregators are willing to engage in identifying and testing levers for norms change outside the pilot approaches.

PATHWAY FOR SCALING

- **Phase 1 Evaluation:** Year 1 activities will be evaluated across pilot villages through discussion with participants and members of the village who did not participate to identify whether larger community dynamics are affected.
- **Phase 2:** PepsiCo staff, if they observe the process in some pilot villages, can use aspects of what they have learned to bolster their efforts to empower women and support gender equality. In other countries where this approach has succeeded with private sector companies, staff from the company participated in the process as well. PepsiCo will make decisions on its path forward based on Tetra Tech's recommendations report. The recommendation report could lead to Tetra Tech revising plans for continuation or expansion of piloted approaches or for additional testing of levers. If either GALS or the alternative approach piloted is seen as contributing to women's empowerment or contributes in monetary or non-monetary ways to PepsiCo's sustainability goals, Tetra Tech and PepsiCo will identify approaches to influence others to replicate it (for example, USAID, Government of India partners, PepsiCo Foundation grantees, or other actors like Area Networking and Development Initiatives [ANANDI]).
- **Phase 3:** Partnerships are likely to be the most appropriate way to scale GALS-type training to a broader section of PepsiCo farmers and communities. The PepsiCo Foundation might find this a valuable approach to support over time.

4.0 STRATEGIC APPROACH 2: STRENGTHEN PEPSICO'S GLOBAL AND LOCAL GENDER KNOWLEDGE, AWARENESS, AND CAPABILITIES

Outcome Statement: Gender relevant key performance indicators are integrated into PepsiCo's performance metrics for its agro team; and capacity is built within PepsiCo's staff to track and deliver gender-sensitive services and interventions that promote women's empowerment.

STRATEGIC APPROACH OVERVIEW

PepsiCo has a diverse set of trainings on agronomic practices, as well as on SFP, that are delivered by PepsiCo staff and contractors. Staff come from a diversity of backgrounds that include business, agriculture, and social science. Some staff bring existing relationships and credibility within PepsiCo communities, as opposed to specific technical skills. Nevertheless, field staff are expected to be able to provide advice across a range of technical areas. Few PepsiCo staff are trained adult educators, and fewer still have deep experience on reaching, benefiting, and empowering women within agricultural value chains. This strategic approach therefore seeks to develop, pilot, adapt, and scale tools, processes, and skills for and within PepsiCo's field teams and contracted trainers to reach women and men farmers in culturally appropriate ways. This capacity-building approach is designed to support PepsiCo's team in deciding not only what to train on, but how to appropriately engage with different types of farmers, including women of different class and educational backgrounds.

The first phase of engagement will review and adapt existing PepsiCo SFP and agronomic training and extension materials and work with PepsiCo's agronomy team and contracted delivery providers to build their capacity to deliver services that reach, benefit and empower women. This will include capacity-building for the team, as well as a review of KPIs that can be adapted to the PepsiCo context. Phase one will test these approaches with the PepsiCo West Bengal team, identifying elements of the training that can be integrated into existing PepsiCo practices. The second phase of this strategic approach will deploy these trainings and tools across PepsiCo's SFP team and agro team within India. As individual modules, processes, or KPIs are deemed viable by PepsiCo's management, they will be integrated into PepsiCo's global efforts. During this process, PepsiCo will clarify its current limitations and constraints as it considers, if and how it can adopt various practices piloted through this work.

ACTIVITY 2.1: INTEGRATE GENDER INTO EXISTING PEPSICO TRAINING, EXTENSION MATERIALS AND MONITORING PRACTICES (PHASE I, TETRA TECH AND LANDESA)

Outcome Statement: PepsiCo staff and partners are using gender sensitive training approaches and extension materials and messaging to reach women engaged in farming.

DESCRIPTION OF IMPLEMENTATION APPROACH AND SEQUENCING

PepsiCo staff and partners have full, busy schedules throughout the year and do not necessarily have time to add new trainings or extension engagements into their existing programs. Nevertheless, there is a need to ensure that staff understand the gender dynamics in the communities where they work, including risks of unintended consequences, e.g., worsening time burden for women or increased GBV, and present a program of activities that is inclusive and encourages all individuals involved in the potato

production cycle to participate. ILRG's proposed approach reviews the materials that team members are currently using, as well as the core capacities that they are expected to exhibit. The approach explicitly considers how training staff on gender integration can support some goals, while other elements of training and outreach may require new or additional effort to be applied in order to reach women. Through this approach, broad/systemic improvements can be driven throughout PepsiCo, and will be synergized with other proposed activities to achieve scale.

YEAR I ACTIVITIES (TIMELINE IN GANTT CHART)

- **Assemble and review existing agronomic extension and both global and local SFP training materials.** With PepsiCo and contractor counterparts, Tetra Tech will assemble training and extension materials that are used with potato value chain actors both globally and locally, particularly through coordination with PepsiCo partners One Person/Control Union. These materials will be reviewed with a gender lens and recommendations made on revisions and new standalone areas of training/outreach that may be necessary (some of these materials, as adapted, will be used in training of women and men farmers and SHG in activities I.I).
- **Adapt/alter materials and create new materials.** In collaboration with the PepsiCo team, as well as contractors and other stakeholders, Tetra Tech will recommend how PepsiCo can improve existing training and extension materials by integrating gender with the input of existing PepsiCo agronomists.
- **Revise based on feedback and redeploy.** In collaboration with the PepsiCo team, Tetra Tech will examine the use during the first season and plan to support updating materials and assist in their delivery in subsequent years.
- **Develop MEL indicators.** PepsiCo will look at how best to integrate gender-responsive MEL into its existing activities to evaluate empowerment as part of standard SFP assessments, verifications, and rapid assessments.

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- The Tetra Tech team will work closely with the PepsiCo India team to develop a joint program to ensure that the engagement does not distract from PepsiCo India's daily focus.
- The PepsiCo global team and contractors will be responsible for incorporating suggested alterations to global training and monitoring materials and India specific materials in conjunction with local teams as relevant, based on Tetra Tech recommendations and backstopping support.
- PepsiCo will identify staff to participate in quarterly program meetings and reviews. These staff should also represent individuals from the districts prioritized in the pilots to promote a cohesive engagement.

CRITICAL ASSUMPTIONS

- PepsiCo can identify and share the full set of existing training materials, and an adequate amount of staff time from members of the agro team who are interested in participating in the activity.

PATHWAY FOR SCALING

- **Phase 1 Evaluation:** Periodic evaluations of the materials and their deployment by PepsiCo's team will ensure internal buy-in.
- **Phase 2:** If PepsiCo finds value in the materials, PepsiCo's internal processes will be relied upon to share materials. ILRG will be prepared to support scaled training and evaluating the

adaptation of materials to different contexts.

- **Phase 3:** The PepsiCo team will decide how to best adapt materials to different countries and deploy within existing structure.

ACTIVITY 2.2: BUILD CAPACITY OF PEPSICO STAFF IN GENDER, WOMEN'S EMPOWERMENT TOOLS AND APPROACHES (PHASE I, TETRA TECH AND LANDESA)

Outcome Statement: PepsiCo staff and partners are aware of and integrate principles of women's empowerment and gender equality in their work.

DESCRIPTION OF IMPLEMENTATION APPROACH AND SEQUENCING

Complementary to Activity 2.1, this activity focuses less on extension and field approaches that specifically engage farmers, and more on the core capacities and skills of PepsiCo staff. Activities will focus on understanding existing staff needs and designing capacity modules or working with existing modules that allow staff to integrate gender equality and women's empowerment principles into their day-to-day work and understand risks such as those related to GBV. The specific learning objectives of this activity will be reviewed by PepsiCo and USAID, as it requires a deeper understanding of PepsiCo's internal processes and will be entirely based on PepsiCo's preferences, building on the current time constraints and job descriptions of staff. Elements of this work border on human resource management and company policy, as many companies around the world are addressing women's empowerment within core company culture. This activity is not designed to replace company policies; rather it aims to help staff in the potato value chain to reflect on how women's empowerment impacts their specific work.

YEAR I ACTIVITIES (TIMELINE IN GANTT CHART)

- **Develop a curriculum specifically for PepsiCo staff on gender-sensitive approaches and deliver training to PepsiCo staff in West Bengal.** Building on existing materials (USAID and other sources), Landesa, in coordination with Tetra Tech, USAID and PepsiCo, will design a training course and deliver it to PepsiCo staff in two sessions. Training materials will be reviewed with PepsiCo staff and revisions made accordingly. Training will be done in a way that is adaptable for other countries/contexts and will be focused on creating opportunities for dialogue and will be revisited, reinforced and deepened three to four times per year with staff as they deepen their skills and gender sensitivity and set goals for reaching and including women in the potato value chain. This approach recognizes that a single training/event is not adequate to build gender-sensitivity within staff. The approach allows for staff to return multiple times per year to reflect as a group on how they have applied gender-sensitive approaches and build their comfort level over time.
- **Field test training materials with PepsiCo/Control Union agronomists and ILRG women agronomists.** Tetra Tech will field test the materials developed above with PepsiCo/Control Union field staff and ILRG women agronomists. Field testing will be carried out alongside existing extension training activities.
- **Support PepsiCo field staff and area managers as they build their gender capacities.** Building on Activity 2.1, PepsiCo staff will deepen their awareness of and capacity to address gender in their work over time. Following the initial training, periodic check-ins (every 100 days) will be scheduled, consistent with on-going PepsiCo scheduling of trainings, allowing staff to discuss the application of what they learned in training, to solve problems, share successes, and to evaluate progress towards goals they set for themselves in relation to learning.

- **Develop and provide training on a primer on GBV relevant to PepsiCo’s initiative on Gender in the Potato Value Chain.** Based on global good practice resources, particularly the [USAID Intimate Partner Violence and Land Toolkit and its companion detailed analysis](#), and the contextual and cultural knowledge and experience of a specialized local organization subcontracted to support this work, Landesa and Tetra Tech will collaborate to produce a primer for PepsiCo on potential GBV related to its efforts to engender the potato value chain. Existing PepsiCo policies and grievance mechanisms will be reviewed and referred to in the primer as relevant and any recommendations for updating these will be provided to PepsiCo. The primer will be rolled out to PepsiCo West Bengal staff through a training (delivered by the local subcontractor) to be held after initial gender training and, also to global staff. The primer will be prepared primarily from the lens of “do no harm” principles and could also include referral information to local resources that women or men can avail themselves of if needed.

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- Within the first few months of the program, Landesa, with support from Tetra Tech as needed and with review of USAID and PepsiCo, will develop a series of training modules on women in agriculture; land rights and gender in West Bengal; and facilitation skills to effectively engage women.
- Tetra Tech, with support from Landesa as appropriate, will work with the PepsiCo global and PepsiCo India teams to touch base periodically with managers and agronomists who benefitted from Activity 2.1 (in particular, the initial gender training) to make sure time is built into PepsiCo’s periodic training for staff members to reflect on how they have integrated gender equality into their work practices and to deepen their understanding.
- The PepsiCo global and PepsiCo India teams will reflect on how to approach this activity over time. As the results from initial trainings demonstrate impact and interest, the approach can/will be scaled.

CRITICAL ASSUMPTIONS

- PepsiCo managers and agronomists actively seek to apply learning from the training.

PATHWAY FOR SCALING

- **Phase 1 Evaluation:** Initial capacity support will be done by Tetra Tech staff working with PepsiCo agronomists. The number of PepsiCo agronomists to be part of this initial work is based on their availability and interests. This will include agronomists from within the districts where ILRG is working and may be extended to agronomists from other districts.
- **Phase 2:** As PepsiCo decides that additional staff should engage, a training of trainers approach will be deployed, learning from the experiences of Control Union.
- **Phase 3:** PepsiCo will decide on the most appropriate approach to scale internally and ensure that gender results are integrated into staff KPIs.

5.0 STRATEGIC APPROACH 3: LEVERAGE ADDITIONAL GOVERNMENT AND PRIVATE SECTOR PARTNERSHIPS FOR SUSTAINABILITY AND SCALABILITY

STRATEGIC APPROACH OVERVIEW

PepsiCo cannot address many 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 both gain initial compliance and scale adoption of practices that lead to SFP compliance.

This strategic approach seeks to leverage the comparative advantages of these broader stakeholders in West Bengal. It also ensures that USAID can support the enabling environment for women's economic empowerment across the broader farming landscape in West Bengal. Most of the work in Year 1 is related to preparation for longer-term learning and activities.

ACTIVITY 3.1: EXPLORE LEGAL AND POLICY REFORM TO PERMIT JOINT TITLING OF LAND AND LIBERALIZATION OF AGRICULTURAL TENANCY (PHASE I, LANDESA)

Outcome Statement: West Bengal legislation is amended to allow joint titling and agricultural land leasing.

DESCRIPTION OF IMPLEMENTATION APPROACH AND SEQUENCING

The lack of an option for women to jointly own land with their husbands means that there is no obvious pathway to increase women's land ownership within their own households. While husbands may not be comfortable subdividing the household land and putting half of it in their wife's name, they might be comfortable with joint titling. If the state law⁹ could be changed to permit joint titling on all land (not only government-granted land), additional incentives to encourage joint titling within families could be explored.

West Bengal law strictly bans most types of agricultural tenancy, viewing tenancy as an exploitative relationship. Any landlord letting out his or her land is liable to lose such land to the state, which is then likely to grant the land to the informal tenant. These rules effectively drive informal tenancy into the shadows.

Landowners and informal tenants widely ignore the legal bar on informal tenancy, and concealed tenancy is widespread. Landless and land-poor families desire to cultivate additional land, while many landowners are not interested in personally cultivating their land since they have many attractive non-agricultural income opportunities. However, because of the legal risks overhanging tenancy, landowners only lease

⁹ Section 51(5) of the West Bengal Land Reforms Act, 1955 states 'there shall be separate *khatian* (ROR) for each *raiyat* (land owner) and the *khatian* shall include all lands by such *raiyat* in one *mouza* (revenue village)'. This sub-section was introduced during 1970s when the government was imposing ceiling laws more purposefully. As part of this, joint ownership (two or more names in one ROR) is not allowed as per provision of law. However, joint titling is allowed for land (at the disposal of government) distributed to landless.

land to cultivators that they know and trust, and even then, may only lease seasonally. Landowners often rotate tenants from season to season so that no family gains a strong interest in a particular piece of land that could trigger application of the government land seizure rules. Such tenancy agreements are verbal to avoid written documentation that might be used by a tenant to claim rights.

While the West Bengal government is not currently on course to lift the ban on tenancy, there is reason to hope that the government may lift the ban eventually. In 2016 a GOI think tank, NITI Aayog, drafted a model law to liberalize agricultural tenancy and encouraged all Indian states to enact these changes. Based on this change in attitude by the central government, some states, such as Madhya Pradesh, have liberalized their leasing laws.

YEAR 1 ACTIVITIES (TIMELINE IN GANTT CHART)

- **Build the case.** Landesa will conduct an analysis (both desk and field) to better understand: 1) the basis of current laws and policies, 2) key stakeholders' attitudes and interests in current laws and policies, and 3) key stakeholders' level of openness to reforming laws and policies. This activity is exploratory and designed to feed into the advocacy plan outlined below.
- **Advocacy.** If the analysis builds a case to support the feasibility of law and policy reform, Landesa will develop an advocacy plan that builds upon relevant prior work (e.g., model legislation to liberalize tenancy for GOI) and comparative examples from other states in India.

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- The Landesa West Bengal team will lead on analysis and development of the plan. Landesa will consult with the PepsiCo PPGA team to understand how potential law and policy reform (and the advocacy plan approach) would affect the private sector.

CRITICAL ASSUMPTIONS

Data and information obtained through analysis and consultations with key stakeholders will determine whether law and policy reforms are feasible. If feasible, Landesa will develop an advocacy plan to begin interacting with government and other key stakeholders in subsequent years.

PATHWAY FOR SCALING

- **Phase 1 Evaluation:** This approach is largely based on independent work from Landesa that will not require specific input from PepsiCo.
- **Phase 2 and 3:** If PepsiCo and USAID find value in the activity, Landesa will continue to negotiate with government on relevant steps. This will include communicating to government how such law and policy reforms will benefit key stakeholders, including but not limited to women and men farmers, landlords, and the private sector.

6.0 MONITORING, EVALUATION, AND LEARNING

Outcome Statement: PepsiCo monitoring and evaluation tools are modified to capture women's empowerment indicators, and learning tools are developed and used to capture the successes and failures of pilot approaches to inform project design and redesign.

MEL APPROACH

Monitoring, evaluation, and learning (MEL) for the pilot will be robust enough to provide data to support the business case for the adoption of the most effective approaches and strategies, but simple enough to facilitate adoption and integration into existing PepsiCo monitoring tools, processes, and workstreams. Tetra Tech will rely on existing PepsiCo KPIs to monitor yield (gross and net), potato quality, input use, and crop residue management. Tetra Tech will work with PepsiCo to develop ways to disaggregate these data points by sex, and to compare performance on KPIs for households the project has reached compared to households that have not been reached. KPIs will be evaluated in target communities before and after pilot interventions, and in communities that have received and have not received pilot interventions. Tetra Tech will use PepsiCo rapid assessments of SFP adoption to determine the impact of pilot interventions on SFP adoption and identify ways to modify the rapid assessment tool to include women's empowerment objectives.

Tetra Tech will also develop monitoring tools and systems to capture relevant USAID monitoring data, such as the number of people trained, the number of microenterprises supported by United States government assistance, the percentage of female participants in United States government-assisted programs designed to increase access to productive economic resources, etc. ILRG will use PRO WEAI tools to develop a baseline and endline value for women's empowerment in target communities to allow PepsiCo and USAID to test the theory of change and answer critical learning questions.

Building on Open Data Kit (ODK) or other low-cost tablet data collection tools, Tetra Tech will ensure that the monitoring and evaluation data collected will bridge the information needs for PepsiCo, USAID, and general project management. Apart from project monitoring work, monitoring and evaluation of existing PepsiCo KPIs and the adoption of sustainable farming practices will be collected through PepsiCo's existing data collection systems. Demonstration farms will be explored as one avenue to pilot the use of new KPIs and tools to measure women's economic empowerment. Ultimately, new or revised data collection questions related to gender and women's economic empowerment will be integrated into PepsiCo KPIs and SFP rapid assessment tools, and potentially via PepsiCo's Vistex mobile phone application, so that PepsiCo can continue to monitor linkages between women's empowerment and business practices and outcomes.

Tetra Tech, with support from Landesa for relevant activities, will adapt and apply its pilot framework for assessing capacity development to training carried out in this task, as feasible. This includes pre and post-test training event measurements, and follow-up discussions to determine the extent to which learning is applied in practice.

A MEL plan for this activity will be established, consistent with the overall ILRG MEL plan and will include final Indicators and targets. This MEL plan will be submitted to USAID and PepsiCo for approval. In addition, feedback will be gathered and discussed through regular USAID-ILRG-PepsiCo (e.g., bi-weekly) project check-ins for feedback and dialogue, quarterly reviews with PepsiCo India staff to evaluate progress and achievements, six-month project management check-ins with USAID and PepsiCo's SFP team to facilitate learning and adapting, and annually, all pilot stakeholders convening to

review progress and use lessons learned to inform future year workplans.

Data collected will inform and assess the theory of change: *Does increasing women's empowerment lead to increased adoption of Sustainable Farming Practices, increased net production, improved the quality of PepsiCo potatoes, and increased productivity and profitability of PepsiCo farmers?*

Proposed learning questions include:

- 1) Does engaging women in the PepsiCo potato value chain improve the adoption of sustainable farming practices? If so, why/how? If not, why not?
 - i) Are results from male-headed family farms different than those of farming households headed by women?
 - ii) What are the key enabling/disabling conditions that supported specific outcomes?
- 2) Does engaging women in the PepsiCo potato value chain lead to increased potato production, productivity or production efficiency? If so, why/how? If not, why not?
 - i) Are results from male-headed family farms different than those of farming households headed by women?
 - ii) What are the key enabling/disabling conditions that supported specific outcomes?
- 3) Are there any unintended negative and/or positive impacts of increasing women's empowerment in the potato value chain? If negative impacts are identified, how have we/can we best mitigate them? If positive, how can we replicate them?
- 4) What techniques, approaches, strategies and activities piloted were most effective to change gender norms, empower women and increase gender equality? Why and how? Are female agronomists critical or can men effectively take on the same types of roles to reach women?
- 5) How does the selection of capacity-building activities for women's groups affect desired outcomes?

YEAR I ACTIVITIES (TIMELINE IN GANTT CHART)

- **Review existing PepsiCo monitoring tools.** Tetra Tech will review PepsiCo's existing tools and propose a limited number of simple adaptations to facilitate the measurement of women's integration and empowerment in existing PepsiCo monitoring activities. Gender disaggregated targets will be developed for agronomists and for training and outreach. If feasible and where relevant, agronomic data on PepsiCo's Vistex app platform will be adapted to collect gender-relevant details.
- **Carry out PRO WEAI baseline survey.** In pilot communities, Tetra Tech will conduct baseline measurements of women's empowerment using the project-level Women's Empowerment in Agriculture Index (PRO WEAI).¹⁰ Tetra Tech will subcontract a local firm to conduct the PRO WEAI baseline survey in Year 1. The endline survey will be completed in Year 3. ILRG staff (Tetra Tech and Landesa) will carry out a qualitative PRO WEAI assessment in each pilot community. Results from the PRO WEAI will be used to inform interventions and adjust targets.
- **Confirm W-GDP indicators and establish related targets.** ILRG will select and collect data on W-GDP and other relevant United States Government (F) indicators.

¹⁰ More information about the WEAI approach and tools can be found at: <http://www.ifpri.org/project/weai>

- **Carry out performance monitoring.** Tetra Tech will develop a project dashboard to track project outputs and monitor project performance.
- **Collaborate, learn, and adapt pilot interventions.** Tetra Tech will produce quarterly reports that will serve as the basis for collaboration, learning, and adapting among stakeholders. Checkpoints, as described above, will be established to review project implementation and learning and determine required course corrections. Tetra Tech will organize an annual review and sustainability planning workshop.
- **Establish an Activity MEL plan.** Based on the ILRG MEL plan and incorporating activity-specific content as relevant, Tetra Tech will establish a MEL plan specifically for this activity, which will be reviewed and approved by USAID and PepsiCo.

IMPLEMENTATION TEAM ROLES AND RESPONSIBILITIES

- Tetra Tech will capture appropriate information for all pilot interventions and feed the information into the project database using open data source software. It is anticipated that a local firm will be subcontracted to conduct the PRO WEAI, to measure women's empowerment at baseline and endline.
- PepsiCo agronomists and aggregators will collect potato yield data and other KPIs, disaggregated by sex for households and communities that have and have not been reached by or received pilot activities.
- Control Union and PepsiCo contractors will conduct rapid assessments to measure the adoption of sustainable farming practices.

CRITICAL ASSUMPTIONS

- PepsiCo is able to share data and adapt tools to include women's empowerment measurements.

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