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USAID-PepsiCo Partnership to Empower Women in the Potato Supply Chain in West Bengal, India
Year 3 Implementation Plan (2021-2022)
May 2021

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

YEAR 3 IMPLEMENTATION PLAN (2021-2022)

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

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COR: Sarah Lowery

USAID Land and Resource Governance/DDI

Contractor Name: Tetra Tech

Author: Tetra Tech



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1. Background of the USAID-PepsiCo Partnership



OVERVIEW

The overall purpose of the partnership is to **make the business case for women's empowerment within the PepsiCo potato supply chain**, demonstrating that reaching, benefiting, and empowering women in the potato supply chain make social and economic sense for both rural Bengali households and PepsiCo.



STRATEGIC APPROACHES



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

- Increase women's access to land and agronomy knowledge
- Engage men and communities to shift gender norms



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

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



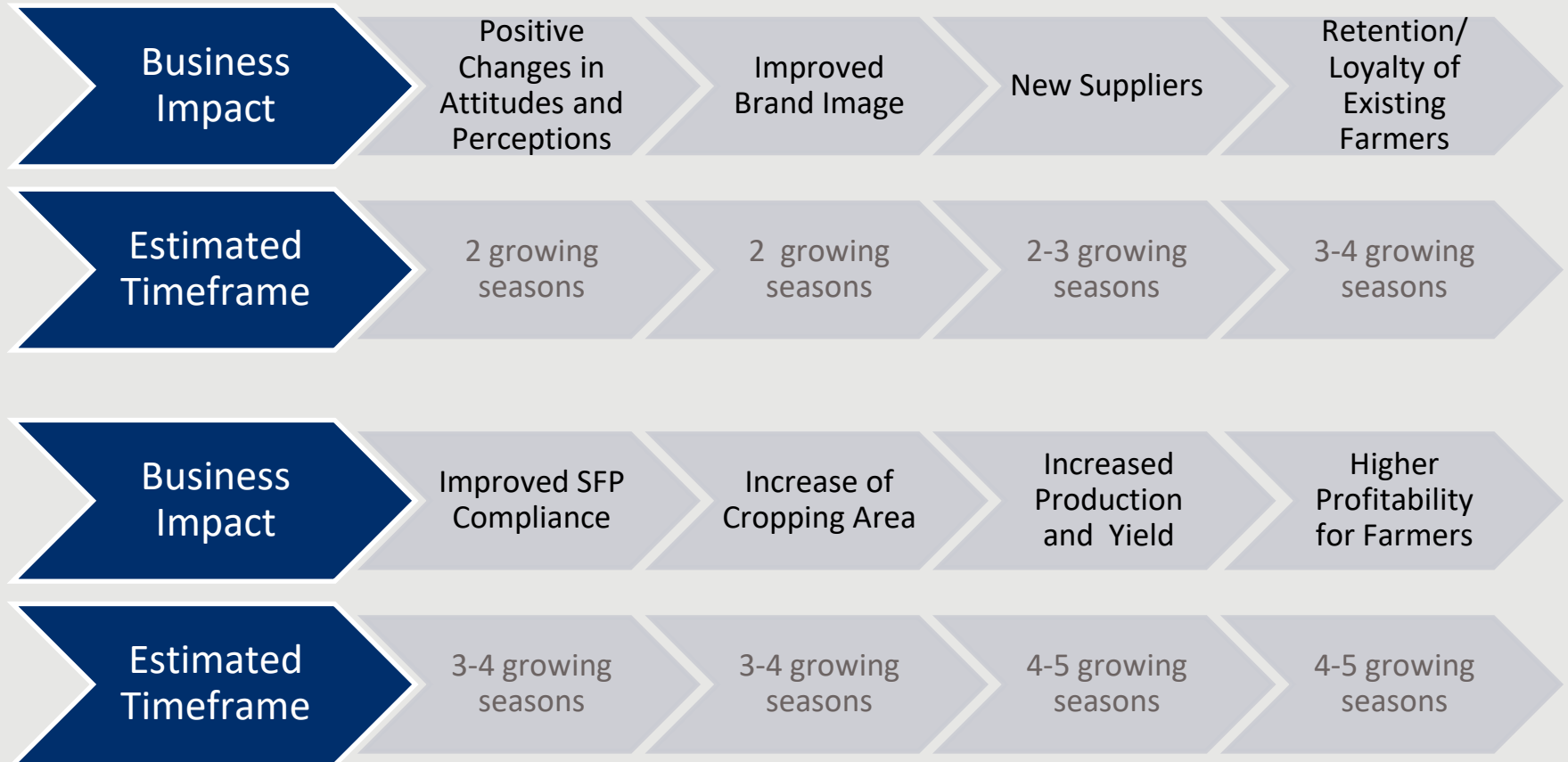
Leverage Additional Partnerships for Sustainability and Scalability

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

MAKING THE BUSINESS CASE – REFINED ASSUMPTIONS AND CONCEPTS

- 70 – 80% of women in farming families that supply to PepsiCo formally and informally work in potato fields, at least for seed preparation, planting, and harvesting → opportunity to affect sustainable farming practices (SFPs)
- Changing demographics in West Bengal in the medium-term with increased male migration for work → increasing recognition and capacity of women to manage farms can influence sustainability of farming supply base
- Better understanding of the longer-than-expected timeframe to see impacts of empowering women in some metrics such as yield and changes in brand loyalty (reduced churn rate)
- Difficulty in observing increases in yield in contexts where yields are already high
- Business case needs to consider internal PepsiCo levers, especially for sustainability and scalability
- Business case has different audiences within PepsiCo with different needs: Sustainability and Commercial teams, global and local levels
- Importance of medium- and long-term vision statements and road maps with resources agreed to by global and local teams

A COMPREHENSIVE APPROACH TO THE BUSINESS CASE FOR WOMEN'S EMPOWERMENT



MEASURING THE BUSINESS CASE

Data for the business case

- Align Business Case with Environmental, Social, and Corporate Governance (ESG) language, goals, and reporting
- Use historical production data to analyze changes and trends before and after participation in ILRG interventions, while controlling for weather, etc.
- Assess production data at the household level: use HH level yield data from PepsiCo aggregators and compare with Pro-WEAI scores, comparing gross and net yields from more and less empowered women in PepsiCo households, and analyzing how these yields have changed over time (trends), and if people with lower or higher yields or rejection rates tend to participate more regularly in POP or SFP trainings
- Collect data from Aggregators on turnover of PepsiCo farmers to measure indications of brand image and loyalty, combined with qualitative data
- Assess the benefits men and women receive and perceive from PepsiCo farming, for social inclusion metrics
- Track climate change metrics according to tools and standards used by PepsiCo globally. Collect relevant data for the Cool Farm Tool for Control Union to prepare the assessment for all ILRG-facilitated demo farms and a sample from each community to extrapolate
- Difficulty to assess changes in SFP compliance due to the SFP sampling approach
 - Use HH level SFP results and compare them with yields and Pro-WEAI scores and other WEE indicators to identify relationships

2. Review Years 1 and 2 and Key Learning



KEY RESULTS

- **41 PepsiCo staff trained** showing increased capacity and comfort reaching women.
- **1,067 women farmers trained** in agronomy for the first time.
- **2 women's land leasing groups per year** accessed land and entered the PepsiCo supply chain as independent producers with good yield results.
- 1 land leasing group led a PepsiCo demonstration farm, the **only women-managed demo farm in West Bengal**.
- **12 women Community Agronomists and 3 women Field Agronomists** increased PepsiCo's reach to women and community acceptance of women as farmers and reliable sources of agricultural knowledge.
- **Emerging evidence of improved business performance** with above-average production by women's groups, increased brand loyalty, and expansion of PepsiCo's farming supply base.
- **Emerging evidence of women's empowerment:** through improved self-image, confidence, mobility, access to knowledge and resources, income, decision-making power, acceptance by family and community members, and collective agency.

WHAT WENT WELL?



- Excellent support from PepsiCo field team and aggregators to reach farmers
- User friendly and contextualized training materials and methods, leading to high training attendance (70%+)
- Dissemination and application of knowledge by trained women in their family farms and as paid laborers
- First demo farm managed by women
- Good gross and net yields
- Enhanced brand loyalty and potential for expansion of the supply base for PepsiCo
- Increasing recognition of women as farmers by themselves, their families, and communities

MAIN CHALLENGES

- COVID-19
- State Assembly elections and farmer protests and related political sensitivity
- PepsiCo staff time constraints
- Complexity related to the supply chain (formal vs informal engagement)
- Informality in the supply chain below aggregators creates challenges for M&E
- Social norms limit women's time, mobility and ability to participate (and vary by locality, caste, religion, and socio-economic status)
- Some difficulty convincing farmers of relationship between training women and growth in their business
- High land rental price in Year 2
- Uncertain data for making the business case
- Unclear sustainability and scaling up pathways, esp. integration into PepsiCo core business practices outside of SFP team



LESSONS LEARNED

- Aggregators are a key intervention point and serve as male champions
- Capacity-building for PepsiCo staff should occur during the off-season
- Differences between groups of women are not always straightforward but important: formal vs informal supply chain families, agricultural laborers vs working in family farms, with most but not all women working in the fields
- Targeting is important to reach groups limited by caste/religion specific social norms
- Women more likely to share agronomic knowledge with others: multiplying effect
- Main reasons for non-attendance were lack of family support, followed by caregiving work/time poverty: importance of engaging men and shifting gender norms



3. Year 3 Work Planning Process and Proposed Activities



YEAR 3 WORK PLANNING PROCESS

Taking stock

Interim Report with quantitative and qualitative data on women's economic empowerment and business performance from Years 1 and 2 (March-April 2021)

Consultations and brainstorming

Global and local level discussions of lessons learned & recommendations, and brainstorming for Year 3 (April-May 2021)

Draft and review

Year 3 implementation plan with target groups, activities, and scalability plans (May-June 2021)

PROGRAMMING PRINCIPLES/ASSUMPTIONS

1. **Remain in the 12 target pilot communities** where we have baseline data, relationships, and community trust
2. Main target group remains **women in PepsiCo farming families** + smaller number of women in SHGs with a high proportion of members who are existing PepsiCo suppliers
3. Support PepsiCo field team to **lead and scale up** by building their capacity (proof of concept), sharing training materials, and mentoring
4. Support **aggregators** to act as champions for scaling up
5. Continue main activities to develop women's capacity, including **agronomic, SFP, empowerment, and social norms training and strengthening women's land access**
6. Continue to tailor training to different roles women play in the supply chain
7. Focus on **scaling systemic change within PepsiCo workstreams, with local PepsiCo actors and through partners**

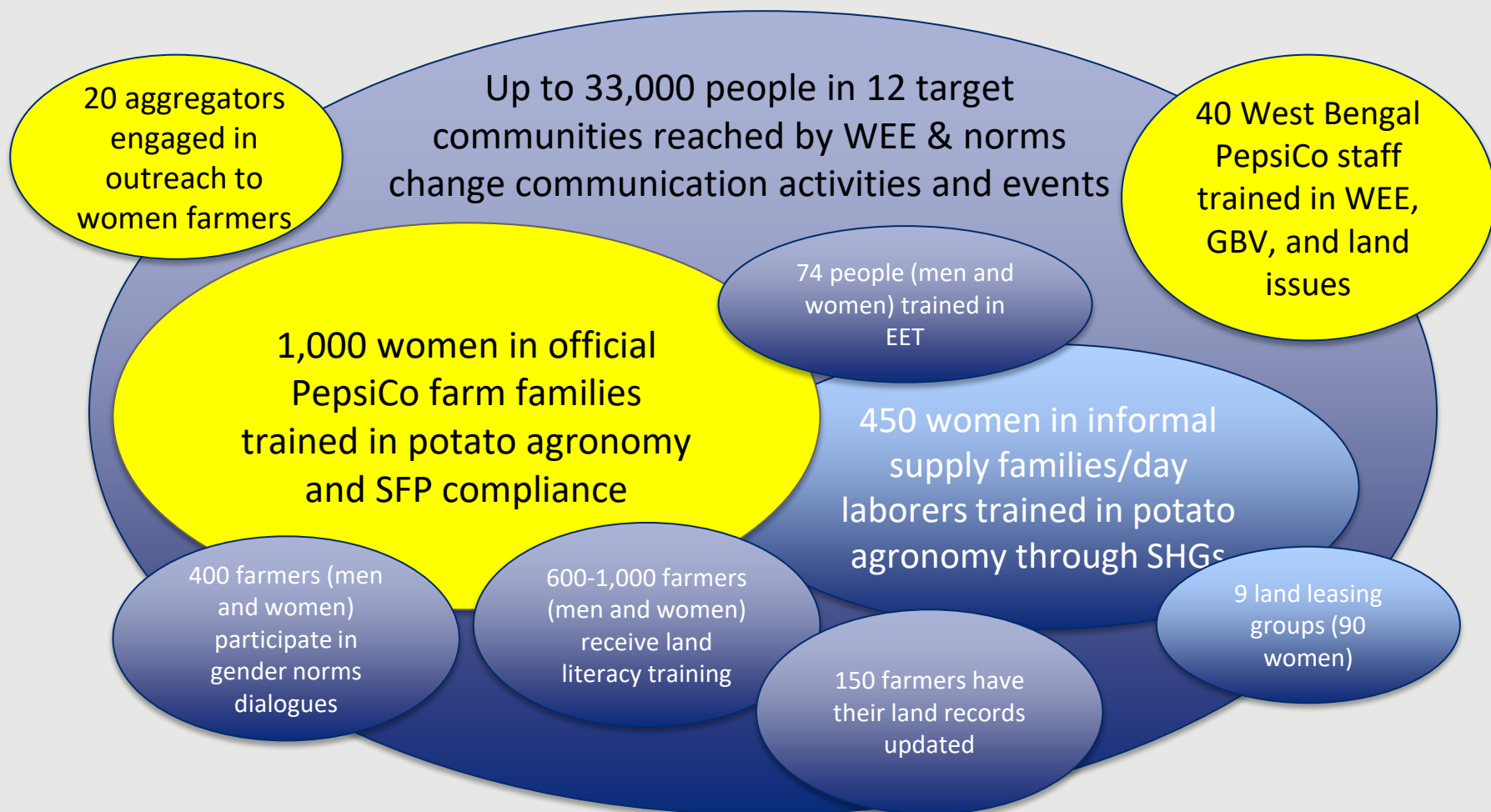
WORK PLANNING GUIDING QUESTIONS

- Are the activities, interventions, and approaches implemented so far directly contributing to the business case (i.e., increasing women's empowerment and gender equality at the farm, group, and community level AND increasing business success)?
- What can be done to fine tune and course correct existing activities?
- What else can be done without compromising scalability and our ability to measure and demonstrate the business case?
- What can be done to improve the likelihood and ability of the PepsiCo team to take it over once the business case is made?

What can be done in Y3

- Same as Y2?
- Something different – WHAT? HOW? WHO?

TARGET GROUPS – ACTIVITY LIFETIME



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

TARGET GROUPS - LIFETIME, CURRENT AND Y3

Group	Lifetime Target	Years 1 & 2 Actual	Year 3 Target
Women in PepsiCo farm families trained in potato agronomy and SFP compliance	1,000	687	500 (incl some from Y1-2)
Women in informal supply families/day laborers trained through SHGs	450	465	200 (incl some from Y1-2)
West Bengal PepsiCo staff trained	40	41	41 (same from Y1-2)
Land leasing groups	9 (90 women)	3 (29 women)	6 (60 women)
Farmers (men and women) participate in gender norms dialogues	400	184 (35% male)	400 (incl 165 from Y1-2)
Men and women trained in EET	74	0	74
Farmers (men and women) receive land literacy training	600-1,000	0	600-1,000
Farmers have their land records updated	150	0	150
Aggregators outreach to women farmers	20	0	20

TARGET GROUPS – YEAR 3

PepsiCo official supplying families

- 500 women trained in POP and SFP
- 50 people trained in agency and entrepreneurship (SEE Change/EET)
- 240 women and men participate in demo farms tours
- 400 women and men participate in norms change programs
- 600-1,000 women and men trained in land literacy
- Up to 150 farmers have land records updated

Informal supplying families and day laborers (through SHGs)

- 200 women trained in potato agronomy
- Up to 60 women lease land in 6 groups

PepsiCo/CU staff + aggregators

- 35 PepsiCo agronomists and 6 area managers trained in WEE, GBV, and land issues
- 6 aggregators trained in working with women's land leasing groups
- 12 aggregator families (both spouses, 24 people) trained in SEE Change/EET

OVERVIEW YEAR 3 ACTIVITIES

Activity	Details	Timing	Target Groups
Train women potato farmers (POP and SFP)	Refine materials and delivery approaches, refresher training in less sessions for 700 women; add land literacy training for women and men; support 36-38 PepsiCo Agronomists to adopt communities to pilot POP training approach.	POP: Session 1 - Sep/Oct 2021; Session 2 - Dec 2021/Jan 2022; Session 3 - Mar/Apr 2022 SFP: Jun/Jul 2021	500 Women in registered PepsiCo farms; 200 Women in SHGs (informal PepsiCo supply families and/or day laborers)
Community Agronomists	Continue to build capacity of Community Agronomists, especially to support gender norms change interventions, demo farms, and POP/SFP training remotely during COVID-19; expand CAs to the remaining 6 communities (2 per community); link CAs to aggregators	Ongoing	12-24 Community Agronomists
Empowered Entrepreneurship training	Train 50 people (women and their spouses) on EET; assess and analyze results & lessons learned	August/September 2021	74 people: women farmers, CAs, aggregators' wives + their spouses
Demonstration Farms	Support one women-led or jointly managed demo farm per target community; organize at least three study tours (planting, mid-season, harvest/post-harvest) for each demo farm	Recruitment - August 2021 Support during season - September 2021-April 2022	12 demonstration farms 240 people engaged in study tours

OVERVIEW YEAR 3 ACTIVITIES (CONT.)

Activity	Details	Timing	Target Groups
Women's land leasing	Support 6 land leasing groups; identify and support women to lease land individually/in small groups (2-3 people); promote exchange between groups; train aggregators on land leasing group selection and support; share LLG learnings and achievements with SRLM	Recruitment/Identification: Aug 2021; support: Sep 2021-Apr 2022; training aggregators: Aug 2021-Apr 2022	6 women's groups (up to 60 women) 10 women in individual/small group leases 6 aggregators
Land literacy and record updating	Provide land literacy training to women and men farmers; support PepsiCo farmers to update land records, prioritizing women-headed households on their own	June 2021 – April 2022	Land literacy: 600-1,000 women and men farmers Record update: up to 150 farmers
Gender norms change	Sensitize PepsiCo staff; engage male champions (aggregators, PepsiCo staff, family members); promote SBC messaging in communities; organize community events and campaigns; deliver GALS/NC sessions; assess and analyze shifts in attitudes and behaviors at all levels	Institutional: Jul-Sep 2021; Community SBC: tbd; GALS: Jun 2021-Jan 2022; NC: July-October 2021	GALS: 200 people NC: 200 people
Land Law & Policy Advocacy	Advance advocacy according to agreed plan	Ongoing	WB government

OVERVIEW YEAR 3 ACTIVITIES (CONT.)

Activity	Details	Timing	Target Groups
Build capacity of PepsiCo staff	Continue to develop staff gender competencies; provide GBV training; support new staff; support female Agronomists; explore online course on Gender Equality Leadership; train and support aggregators to lead on specific activities (land leasing, engaging Community Agronomists for outreach).	Training PepsiCo staff: July-Sep 2021; May 2022 (new staff as needed); support aggregators: Aug 2021- Apr 2022	40 PepsiCo Area Managers and Agronomists 20 aggregators
Mobilize PepsiCo internal levers	Engage corporate change management specialist (potentially in partnership with USAID-funded program Engendering Utilities) to support PepsiCo at WB and national levels in revising KPIs, developing incentives for aggregators, and integrating women's empowerment in HR processes and marketing messaging	August 2021-April 2022	PepsiCo Sustainability, HR, and Commercial teams
Promote innovative partnerships	Implement contests/co-creation, esp. focused on women's time poverty; develop partnerships for gender topics, access to credit, and entrepreneurship opportunities for women	Ongoing	Gvt, civil society, and private sector organizations
Communications	Develop blog posts, social media content, videos, media articles, and lessons learned briefs; attend strategic international events to influence other donors and companies; hold community-level events to increase recognition of women and local change-makers	Main dates: USAID @60 Jun 2021; Rural Women's Day Oct 2021; IWD Mar 2022	Local, national, and international audiences

STRATEGIC APPROACH 1:

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



1. POTATO PACKAGE OF PRACTICES (POP) AND SUSTAINABLE FARMING PRACTICES (SFP) TRAINING

- Deliver POP training in 3 phases focused on the roles women play in farming families, farming systems and in potato production. Train 500 women in registered PepsiCo farms and 200 women in informal PepsiCo supply families and/or day laborers (through SHGs)
- Refine SFP training, focusing on key areas of non-compliance that women can influence, such as agrochemical storage, pest management, waste disposal, and record keeping. Train 500 women in registered PepsiCo farms and 200 women in informal PepsiCo supply families and/or day laborers (through SHGs)
- Develop additional materials and tools for PepsiCo staff to deliver agronomy training to women, including videos
- Use key events and opportunities in the potato season, such as seed distribution and aggregators' field visits, to share information with PepsiCo farmers about the training program to stimulate demand for trained women laborers, leveraging the role of aggregators as champions and role models.
- Collect qualitative and quantitative data on the outcome and impacts of training.

2. OUTREACH AND SUPPORT TO WOMEN FARMERS

- Continue to build the capacity of 12 women Community Agronomists, especially to support gender norms change interventions and demo farms
- Provide safe spaces and opportunities for women farmers to discuss personal experiences and challenges related to gender equality
- Explore promoting the Community Agronomist model with and through aggregators, showing the business value for aggregators and providing them with the skills and tools to identify women in their own communities who can act as Community Agronomists to increase outreach to other women
- Facilitate women's visit to PepsiCo Frito-Lay factory for recognition and incentives
- Identify leadership opportunities for women in existing cooperatives in the target areas
- Deliver SEE Change/Empowered Entrepreneurship training to 50 people (women and their spouses) who have a high entrepreneurial potential at the household and community levels (aggregators and their spouses, women managing farming operations, Community Agronomists)

3. DEMONSTRATION FARMS

- Establish one demonstration farm per target community focused on women (tools and technology) and/or adapting existing approaches to women. Offer a menu of technologies and options instead of one standard for all demo farms
 - Demo farms will be facilitated by ILRG. Field/Community Agronomists will engage aggregators and will coordinate directly with PepsiCo partners for input (following initial introduction by PepsiCo)
 - Demo farms will be managed by one woman or 2-3 women or an LLG or a family with the woman playing an equal role in farming. These different models will provide best practices for PepsiCo on integrating women's empowerment to its demo farm models.
 - ILRG will collect relevant data for broader PepsiCo and Control Union analysis of results such as yield, SFP compliance, and climate change tracking, so that the demo farms fit into PepsiCo's broader approach to demonstration and remain comparable to other demo farms in West Bengal
 - Carry out at least three study tours (planting, mid-season, harvest/post-harvest) for each demo farm with small groups of 10 - 20 people), reaching up to 240 people across all 12 target communities
- Link demo farms through popular applications like WhatsApp or SMS messaging (demo farms can be group or individually managed by women)

4. ACCESS TO LAND AND LAND RIGHTS

- Identify and support existing and/or new women's land leasing groups, for a total of 6 groups with approx. 60 women
- Promote exchanges between groups from Years 1 and 2 and new groups
- Identify and support individual and small group (2-3 people) land leasing by women (wives of formal/informal PepsiCo farmers, agricultural laborers, etc.)
- Train aggregators on land leasing group screening criteria + shadow staff during land leasing group identification/support
- Provide land literacy training for 600-1,000 PepsiCo farmers (men and women) as a final POP module
- Support up to 150 farmers in 12 communities, prioritizing women-headed households. Develop prevention and mitigation strategies to address potential unintended consequences of record updation for women as needed
- Sensitize PepsiCo Agronomists on linkage between land records and better SFP compliance

5. SOCIAL AND GENDER NORMS CHANGE

Institutional Level

- Continue to sensitize PepsiCo staff and assess changes in attitudes and perceptions towards engaging women in the supply chain, as part of broader refresher training sessions on gender equality and women's roles in agriculture

Community Level

- Engage male champions in communities and among PepsiCo aggregators and staff to increase perception of women as not just laborers and producers, but also potential managers, vendors, agronomy specialists, and leaders. Link to incentive models for aggregators so they encourage women to participate in training, enlist them as farmers, and engage women Community Agronomists
- Promote Social Behavior Change messaging related to women's roles as farmers through locally produced and developed songs and scripts, as well as community events and campaigns on strategic dates such as International Women's Day

Household Level

- Finalize delivery of Gender Actions & Learning System (GALS) sessions for 200 PepsiCo farmers in 6 target communities and deliver Nurturing Connections (NC) sessions for 200 PepsiCo farmers in 6 target communities
- Based on feedback, finalize customized modules and handouts in Bengali for replication
- Carry out assessments to evaluate and compare approaches in terms of process, impact, and cost/benefit

STRATEGIC APPROACH 2:

Strengthen PepsiCo's Global and Local Gender Knowledge, Awareness, and Capabilities



1. CAPACITY DEVELOPMENT FOR PEPSICO STAFF

- Prepare a summary document on training and materials offered on gender equality in the supply chain to encourage interest within PepsiCo, emphasizing how they complement and/or differ from existing anti-discrimination policies.
- Deliver refresher training for 40 PepsiCo staff (Area Managers and Agronomists) during the off season, focusing on core gender competencies, gender-based violence, and land literacy
- Explore virtual accelerated gender equality leadership program for PepsiCo managers (hosted by Vietnam Fulbright), in partnership with USAID-funded Engendering Utilities program
- Provide training and support for new PepsiCo staff, exploring with HR the development of pre-recorded gender training videos and materials for new staff
- Provide support for women PepsiCo agronomists (recruitment, onboarding, and ongoing mentoring - Engendering Utilities model could be used here also)
- Support 36-38 PepsiCo Agronomists to test the POP approach (each to pilot it in 1-2 communities outside of ILRG area); link PepsiCo Agronomists to share experiences and learning on reaching women

2. MOBILIZING PEPSICO INTERNAL LEVERS FOR SUSTAINABILITY

- Engage a business specialist to work directly with PepsiCo Sustainability, HR, and Commercial teams at the WB and national levels to identify and mobilize critical internal levers for sustainability and uptake, including:
 - Adapt Key Performance Indicators for PepsiCo staff to measure and incentivize work to promote gender equality in the supply chain
 - Develop production volume incentives for aggregators to reach and supply from women
 - Create mechanisms and opportunities for internal recognition of staff leading women's empowerment activities (e.g. "hero" or "champion" of the quarter/season)
 - Integrate gender equality and women's empowerment in HR processes and marketing messaging
 - Review Agronomists' job descriptions to explicitly include activities promoting women's empowerment
 - Explore including women's names on supply agreements

STRATEGIC APPROACH 3:

Leverage Additional Government
and Private Sector Partnerships
for Sustainability and Scalability



1. GOVERNMENT ENGAGEMENT RE: LAND

- **Land Law and Policy Reform**

- Re-start dialogue with policymakers on the three identified areas for advocacy: (1) joint titling; (2) lease liberalization for SHGs/LLGs; and (3) lease liberalization broadly for all.
 - Draft amendments have been prepared for each of the 3 advocacy areas
 - The first two amendments are more likely in the nearer term: (1) joint titling; and (2) lease liberalization for SHGs/LLGs; the latter may pave the way for broader land lease liberalization later

- **Government Support for LLGs and Land Literacy Training**

- Share Year 1 and 2 LLG learnings and finds with SRLM to advocate for programs to support women's group leasing (other states, such as Kerala, have developed such programs)
- Explore potential partnership with SRLM to deliver land literacy training in the target areas

2. PARTNERSHIPS AND INNOVATION

- Strengthen coordination with PepsiCo partners providing inputs to demonstration farms to ensure timely provision
- Explore partnerships with women's organizations for gender norms change and gender-based violence prevention/response
- Engage women farmers to co-create solutions to time poverty issues and develop partnerships to connect women with viable solutions
- Develop partnerships to increase women's access to credit and insurance
- Coordinate with PepsiCo Community Digital Learning Centres
- Collaborate with local organizations such as the National Rural Livelihood Mission (NRLM) on entrepreneurship opportunities for women (for example compost production, kitchen gardens and/or backyard poultry production) that directly lead to improved potato production through manure supply or improved crop residue management
- Engage with the PepsiCo Foundation to align partnerships and social engagements

COMMUNICATIONS AND LEARNING



COMMUNICATIONS

- Continue to develop blog posts, social media content, videos, media articles, and lessons learned briefs to strategically showcase the partnership's success and learning
 - Focus on key dates, including USAID@60 campaign in June 2021; Rural Women's Day and World Food Day in October 2021; and International Women's Day in March 2022.
 - Coordinate with PepsiCo local and global Communications teams for dissemination opportunities
 - Develop a calendar for strategic high level engagements/ events where key USAID and PepsiCo can influence other donors and companies
- Hold community-level events in strategic dates such as International Women's Day to increase recognition of women and local change-makers

LEARNING AND COLLABORATION

- Continue to collect qualitative and qualitative data to answer learning questions, and monitor and adapt approaches to ensure sustainability, scalability, and ESG business impacts
- Continue coordination with other USAID-funded programs
- Continue to collaborate and share learning and resources with the USAID-PepsiCo Global Development Alliance (GDA)
- In coordination with Resonance/GDA, develop actionable guides/decision trees on best practices that can inform activities in other countries. Suggested topics include:
 - POP training
 - Community Agronomists
 - Land Leasing Groups
 - Engaging aggregators
 - Gender assessment/ initial data collection
 - Understanding local PepsiCo structure and finding leverage points
 - Social norms assessment, including target groups at different levels
 - Demo farms

COVID-19 MITIGATION AND ADAPTATION




COVID-19 ADAPTIVE MANAGEMENT

- Situation in India is volatile and vaccination roll-out might be slow
- Reinforce messages on COVID-19 safety measures in all interactions with farmers
- Balance use of technology to reach and communicate with farmers with gendered access/availability and potential gender-based violence risks
- Some activities might allow strategies to reach stakeholders when in-person interaction is restricted, others might not:
 - Development of partnerships should have minimal impact with restrictions
 - Land advocacy might need to pivot as government priorities evolve
 - Gender-based violence training for PepsiCo staff and Empowered Entrepreneurship training for farmers should be delivered in person and might need to be delayed again
 - For virtual delivery of POP and SFP training, content and delivery approaches need to be adapted and Field Agronomists trained in virtual facilitation
- Demand for Community Agronomists might increase, requiring additional support and/or recruiting more CAs. Continue to train CAs on outreach techniques, gender equality, women's empowerment, and gender-based violence, which often rises during lockdowns and household economic hardship

COVID-19 ADAPTATION PLAN

Activity	Potential COVID-19 Adaptations
POP and SFP training	<p>Use phone text messages and videos to deliver training messages</p> <p>Voice message + call back system to answer questions</p> <p>Rely more on Community Agronomists</p> <p>Provide virtual training in small groups (<10 people), decreasing total number of people reached</p> <p>If PepsiCo/Control Union deliver virtual training, ensure women are actively invited and content is adapted</p>
Women's land leasing groups	<p>Rely on Community Agronomists and aggregators for support</p> <p>Provide support and follow up via phone/video calls</p>
Outreach and support for women farmers	<p>Rely on Community Agronomists for support and data collection</p> <p>Provide support and follow up via phone/video calls</p>
Demonstration farms	<p>Rely on Community Agronomists, aggregators, and PepsiCo field staff as available for support and data collection</p> <p>Provide support and follow up via phone/video calls</p> <p>Adapt study tours to include smaller groups and only farmers from same community</p>
Gender norms change (GALS and Nurturing Connections)	<p>Stay connected and distribute content using postcards and text messages</p> <p>Explore video sessions with small groups (<10 people)</p> <p>Build Community Agronomists' capacity to deliver modified content</p>
Training for PepsiCo staff	<p>Use virtual training if topic allows</p> <p>Explore virtual training with Engendering Utilities</p> <p>1:1 mentoring and support via email, text message, and phone calls</p>

A woman wearing a green long-sleeved top and a blue shawl with a patterned border is bent over, tending to a dense field of green plants. The field is vast and filled with similar plants, stretching to the horizon under bright, natural light.

For more information, visit
[https://land-
links.org/document/integrated-
land-and-resource-governance-ilrg-
program-india-fact-sheet/](https://land-links.org/document/integrated-land-and-resource-governance-ilrg-program-india-fact-sheet/)



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