

WOMEN IN BARLEY FARMING

A gender analysis of the Diageo barley value chain in Ethiopia



DIAGEO



Acknowledgements

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Cover photo: Meti Feyisaa, a farmer in Waji Chilalo PC (Assela Area). All photos © Diageo

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Acronyms

FAO	Food and Agriculture Organization of the United Nations
FGD	Focus group discussion
FGM	Female Genital Mutilation
FHH	Female-headed household
GAP	Good Agricultural Practices
GBV	Gender-based violence
KII	Key informant interview
MHH	Male-headed household
NGO	Non-governmental organisation
PC	Primary cooperative
S4G	Sourcing for Growth Programme
TNS	TechnoServe
WHO	World Health Organization

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EXECUTIVE SUMMARY

Women in value chains face significant challenges including a lack of equitable access to, and control over, productive resources. These barriers limit them from realising their full potential and from becoming equal partners in their communities, economies and societies. In Ethiopia, the country of focus in this study, women face unique constraints that reduce their productivity and limit their potential. On average, female Ethiopian farmers produce 23% less per hectare than their male counterparts.¹

CARE International and Diageo have been working together in a global partnership since 2016, empowering women and engaging men to address the root causes of gender inequality throughout the Diageo value chain and beyond. In late 2017, Diageo commissioned CARE to conduct an in-depth gender analysis of Diageo's barley value chain in the Oromia region in Ethiopia to analyse the barriers and opportunities for women's empowerment.

Since 2013, Diageo has been investing in Sourcing for Growth (S4G), a farmer outreach programme which supports 6,000 farmers in Ethiopia to grow and sell barley locally. This analysis found that farmers within the value chain have benefited from numerous positive changes including increased market access, higher sales prices and access to training and technical advice. However, the majority of these farmers – on average, around 85% – are male. The S4G programme sets specific criteria for farmers to participate in and benefit from the initiative, which include credit worthiness, primary cooperative

membership and land ownership, all of these criteria are more difficult for women to fulfil than for men.²

Land is a prerequisite for primary cooperative (PC) membership, but many women, particularly married women in male-headed households (MHHs), face considerable restrictions to owning land.³ In the case of female-headed households (FHH), where women have increased access to land, relatively few who have joined primary cooperatives are also engaged in contracted farming. This is partially due to the limited information that they receive regarding contracted farming, a fear of debt, a lack of support and follow-up, and an onerous workload both at home and in the field. Finally, the majority of women who are eligible for membership are reluctant to join due to lack of information regarding the benefits of membership and as a result of restrictive cultural norms.

Nevertheless, there are opportunities to unlock greater value for Diageo, its sourcing communities, and women farmers. In order to achieve the greatest positive impact, it is recommended that Diageo and its partners focus on the following priorities.

Farming, cooperative and union activities

- Ensure that contracts with farmers include married women as co-signatories or as the lead contractor through joint spousal PC membership or allowing new registration of separate PC membership for married women.⁴

- Proactively increase the number of female heads of households in contract farming by providing additional support to these members.
- Monitor gender data and establish targets for contract farming, training, cooperative membership, extension and agriculture services provided, and supply of farm inputs.
- Engage with PCs and unions to develop new standards and criteria for contract farming registration, for example in relation to land titling and the application of inputs.
- Target training and incentives to female extension trainers to ensure a gender balance in extension and technical advisory services.
- Ensure that training and meetings are gender-sensitive, i.e. they take into account women's workload and allow for flexibility in scheduling and choices of location.
- Incentivise input providers to make inputs more accessible to women.
- Engage men at PC and union level on women's rights and work to mainstream gender into governance structures.
- Conduct continuous capacity-building training for PC and union leaders to develop and implement gender-inclusive policies, strategies and action plans to increase women's membership of PCs and unions.
- Conduct awareness programmes for men and women, with a particular focus on women in female-headed households, on Diageo contract farming, programme services and benefits, including agreed pricing with PCs.
- Conduct programmes on educating women on their legal rights and entitlements related to land.
- Develop Village Savings and Loan Associations and livelihood initiatives for a gender-inclusive financial strategy for women to access credit.
- Facilitate the integration of mechanisation technologies and inputs to reduce women's workload in the field.
- Implement programmes for improved access to water to reduce women's workload.
- Engage men through gender sensitisation workshops to change norms and attitudes on the division of household and agricultural labour and household decision making.
- Facilitate gender dialogues and household-level interventions to reduce the amount of time women spend on household workload.
- Conduct awareness programmes to engage men in women's empowerment activities, women's rights, gender division of labour, and norms and practices to change community and household attitudes and perceptions, ensuring this includes targeted community gatekeepers (e.g. religious leaders, community elders and village leaders).
- Encourage the development of community gender champions to advocate for structural change, e.g. reaffirming women's right to land in community forums.

Policy and government collaboration

- Collaborate with government agencies to provide financial literacy training to female and male contract farmers.
- Collaborate with the Government of Ethiopia's Ministry of Agriculture to develop and implement a gender-inclusive strategy and plan.
- Support the Federal Cooperative Agency in sensitising PCs to the Cooperative Society Laws (Dec 2016) which state that at least 30% of management committee members should be female.
- Work with key stakeholders in government (Ministry of Agriculture, Ministry of Women and Children Affairs, local officials) to conduct gender training, raise awareness of rights and provide life skills training to build women's agency.
- Work with key stakeholders in government (Ministry of Agriculture, Ministry of Women and Children Affairs, local officials) to facilitate policy dialogue on issues related to women's access to land, social protection, education and credit.

The opportunities presented here are being explored by Diageo, CARE and the S4G partners in Ethiopia to address the barriers faced by female farmers, thereby enabling women to realise their full potential and to become equal partners in their communities, economies and societies.

Community and the multiple roles of women

- Conduct awareness programmes on the prevention of gender-based violence (GBV), as well as laws and enforcement programmes which are aimed at preventing and responding to it.



1. INTRODUCTION

Diageo is a global leader in the beverage industry, producing a collection of over 200 brands which are consumed in more than 180 countries across the world. Diageo has a commitment to integrating social and environmental standards across its range of supply chains and, in particular, to supporting the livelihoods of smallholder farmers through a commitment to sourcing local raw materials. In Africa, Diageo has pledged to source 80% of its cereal raw materials locally by the end of 2020.

CARE International and Diageo have been working together since 2016 through a global partnership, empowering women and engaging men to address the root causes of gender inequality throughout the Diageo value chain and beyond. To achieve this vision, in 2017 Diageo commissioned CARE to conduct an in-depth gender analysis of Diageo's barley value chain in the Oromia region of Ethiopia, to assess and identify the barriers and opportunities for women smallholders.

The focus of the study was to analyse Diageo's local sourcing programme called Sourcing for Growth (S4G), delivered in partnership with TechnoServe (an NGO which helps farmers in developing countries to become more effective and competitive) and the Ethiopian government, and to understand if the malt barley market systems/value chains within this programme serve men and women smallholders differently. If so, the objective was to work with market actors within the programme to adopt a comprehensive gender-sensitive approach (by understanding and responding to existing gender

differences and inequalities within the programme design), or possibly a gender-transformative approach (by including opportunities to proactively challenge social norms and power imbalances relating to gender), so that the sourcing programme could lead to improved livelihoods for both men and women equally. While this study is focused on establishing best practice within the Diageo malt barley value chain, the wider aspiration is to identify processes which could be replicated across a range of value chains, thereby influencing sector-wide changes for women's empowerment.

1.1 Barriers to women's economic empowerment

*"Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance." (Former UN Secretary-General, **Kofi Annan**)*

There is growing evidence that gender equality and women's empowerment are no longer purely issues of social justice but are also "smart economics" and essential for poverty reduction. Gender equality and the development of sustainable value chains are interdependent goals. Major comparative studies have already established that improvements in gender equality and economic growth can be mutually reinforcing, while gender inequalities tend to be costly and inefficient.⁵ Integrating gender considerations into the development of agricultural value chains is not only necessary from a human rights perspective but is also a prerequisite to ensuring sustainable growth in areas of intervention.

However, to date, no country has achieved gender equality. Ethiopia, the country of focus in this study, ranks 116th out of 188 countries with a gender score of 0.499 (scores range from 0 to 1; higher scores indicate higher inequalities).⁶

A thorough analysis of gender-based constraints is essential for understanding and addressing the root causes underlying value chain inefficiencies related to gender inequalities and discrimination. Gender-based constraints can be defined as *“restrictions on men’s or women’s access to resources or opportunities that are based on their gender roles or responsibilities”*.⁷

Women in value chains face significant challenges including a lack of equitable access to, and control over, productive resources. This limits women from realising their full potential and from becoming equal partners in their communities, economies and societies. Globally, women provide approximately 43% of agricultural labour yet own only 10-20% of land.⁸ The UN Food and Agriculture Organization (FAO) estimates that productivity could increase by 20-30% if women were given the same access to training, finance and land as men.⁹ The global management consulting firm McKinsey & Company estimated in 2015 that closing the global gender gap could deliver US\$12 trillion to \$28 trillion of additional gross domestic product (GDP) by 2025.¹⁰ Creating inclusive market systems therefore isn’t just about social justice; it’s also good for business.

Evidence shows that women in Ethiopia contribute approximately 70% of labour for agricultural production.¹¹ They provide most of the labour on small farms and carry out the majority of the hoeing, weeding, transporting, processing, storing and marketing of agricultural products. Despite this extensive involvement in key stages, women face unique constraints that reduce their productivity potential. On average, female Ethiopian farmers produce 23% less per hectare than their male counterparts.¹²

The productivity gap can in large part be attributed to restrictive social and cultural norms which dictate and limit the roles which men and women play in society. One of the most significant challenges which women smallholders face is time poverty as a result of being responsible for the majority of unpaid care work. In addition to their roles in farming, women are also responsible for water and firewood collection, preparing and cooking food, and caring for children, the sick and the elderly as part of their household responsibilities.¹³ Despite their immense contribution to society, women’s productive, domestic and community-related activities are undervalued, often misunderstood and rendered invisible in official discourse and national statistics.¹⁴

Another major determinant of gender disparity is the lack of access to and control over important productive resources such as land. The exclusion of women from land ownership in Ethiopia is widespread. The Revised Family Code of Ethiopia states that all property in a marriage will

be considered as common property, even when registered in the name of one spouse.¹⁵ Yet, despite this provision, in many parts of rural Ethiopia it is culturally recognised that land is reserved mainly for men, and women are not entitled to half of the property, including land, in the event of divorce or the death of the husband.¹⁶ Limited access to and control over land has serious implications for women’s active participation and benefits in value chain development initiatives. Women are often excluded from membership of rural producer organisations such as unions and primary cooperatives where land ownership is included within the membership criteria, thereby preventing them from actively participating in decision-making processes. Furthermore, without land to put up as collateral, women have less access to credit, limiting their capacity for making necessary investments in agricultural production. According to the Ministry of Women, women’s access to credit in the Ethiopian agricultural sector stood at 12% of total allocated credit.¹⁷

Gender biases around the roles which men and women play can be reinforced by society, creating structural barriers. The gendered barriers which have been discussed here – policies, requirements, norms, relations – reinforce the power differentials within value chains, shaping the resource distribution and agency held by men and women. However, neither the barriers nor the structures affecting value chains are static and just as the economic shifts within value chains can impact on gender dynamics, so too can structural barriers be challenged, resulting in value chains and market systems which are more efficient, inclusive and productive.

1.2 Gender analysis scope

The study was conducted in the Oromia region, in areas where the S4G programme had been introduced. The programme is currently being implemented in eight woredas (districts) among five unions and 34 primary cooperatives in South West Shoa, Arsi and West Arsi.

The impact of the S4G programme was evaluated using a gendered lens, thereby looking beyond the scope of value chain analysis which broadly assesses the economic opportunities for smallholders, to additionally include a focus on the systemic gender inequalities within the value chain and to assess the opportunities for women’s economic empowerment. In this framework, a gender perspective was used to assess interrelated markets, market system actors, support functions and informing and enforcing rules, with a focus on exploring the different ways in which men and women participate in the chain and whether they derive equal benefits, specifically in the following areas.

- **Activities** – which activities do men and women farmers undertake in the value chain? Why? What is the perception associated with these activities?
- **Productive resources** – Women and men’s ownership of, access to and control over the productive resources of assets (land, farming equipment and

farming associations), agricultural services (training, technology and inputs) and financial services (credit and savings facilities).

- **Decision making** – Who has the power to make decisions at each stage (which crops to grow, what quantity to sell, to which customer and for what price, etc.)?
- **Time infrastructure** – Average time spent on unpaid care work of women vs. men and how this impacts on the capacity to participate in the value chain.
- **Gender-based violence** – The prevalence of GBV including domestic violence, sexual abuse and child marriage will be assessed in line with gender constraints that affect women's participation and benefits in the development of the value chain.

The data collection instruments and sampling methodologies which were used to conduct this analysis are described in the annexes.



2. THE DIAGEO BARLEY VALUE CHAIN

2.1 Malt barley production in Ethiopia

Ethiopia is one of the major barley-producing countries in Sub-Saharan Africa, where it is grown both as a subsistence food crop and as a cash crop. Over four million smallholders in the country grow barley on close to a million hectares of land. The majority of barley is grown as food barley, however, as a result of a significant growth in domestic beer consumption, demand for malting barley is outstripping supply. Therefore, breweries resort to importing in order to make up the shortfall.

Low productivity levels are a key factor in why Ethiopian barley farmers are currently unable to meet national demand. Although the Ethiopian barley yields at an average of 1.4mT/ha¹⁸ are higher than the African average, they are significantly below the yields of high performing countries such as Ireland which stands at 7.8mT/ha. A number of interventions could be undertaken in order to improve productivity levels, including access to improved and certified seed varieties and increased usage of modern inputs such as fertiliser; the uptake of farm mechanisation (e.g. increased use of tractors); and improved access to credit in order to undertake agricultural investments. Furthermore, in order to meet the rapidly growing demand for malt barley, there is a need for either new barley farmers to enter the sector or for existing farmers to increase their production. However, many farmers are reluctant to increase their production as barley production is found to be more labour-intensive than other crops and is not adequately remunerated.

2.2 The Diageo sustainable development strategy

Diageo has an ambition to be one of the best performing, most trusted and respected consumer product companies in the world. In support of this, it has set ambitious sustainability and responsibility targets to be reached by 2020, aligned to the United Nation's Global Goals and World Health Organization (WHO) programmes. These targets are summarised in the following three pillars.

- 1) Leadership on alcohol in society:** creating a positive role for alcohol in society through partnerships and programmes that reduce harmful drinking.
- 2) Building thriving communities:** equipping people within the Diageo business, its supply chain and communities, particularly women, with the skills and resources they need to build a better future for themselves.
- 3) Reducing environmental impact:** making Diageo's products and business operations more environmentally sustainable, targeting water use, carbon emissions and waste, reducing the volume of packaging used, and sourcing paper and board from sustainable forests.¹⁹

Within the Building Thriving Communities pillar, Diageo's responsibility extends beyond its direct operations to the wider communities in which it works. The programmes implemented empower women, promote entrepreneurship, employability and skills, protect water and the environment, and develop sustainable supply chains. This

includes a commitment to source a higher proportion of raw materials locally in Africa.

2.3 The Sourcing For Growth Programme

As part of its sustainable sourcing strategy, Diageo has committed to source 80% of its agricultural raw materials locally in Africa by 2020. An initiative to help drive this goal is Sourcing for Growth (S4G), a farmer outreach programme facilitated by Diageo's partner TechnoServe (TNS), a non-profit organisation that helps farmers in developing countries to become more effective and competitive, and supported by the Ethiopian government. The programme was first implemented in Ethiopia in 2013. The number of farmers contracted through the S4G programme to supply Diageo (known as contract famers) who benefited from Diageo malt barley sourcing grew six-fold from 1,047 smallholders in 2013 to over 6,000 smallholders in 2017.

The programme was designed with the aim of increasing the production and productivity of local barley farmers as well as creating a vehicle to provide farmers with reliable access to markets. Working in collaboration with the Ethiopian government and TechnoServe, the key programme interventions respond to the productivity challenges faced by farmers by:

- providing access to modern inputs (seed, fertilisers and pesticides) through an affordable credit system;

- providing farmer training, extension and advisory services on various Good Agricultural Practices (GAP);
- establishing contracts with smallholders; and
- aggregating the product and transporting it to the malter.

In addition, in certain areas the programme has piloted a crop insurance scheme and training on crop rotation.

At present, the programme operates in three zones in Oromia: South West Shewa, Arsi and West Arsi, covering five farmers unions and 34 PCs.



FIGURE 1: MAP OF THE S4G PROGRAMME OPERATING AREAS

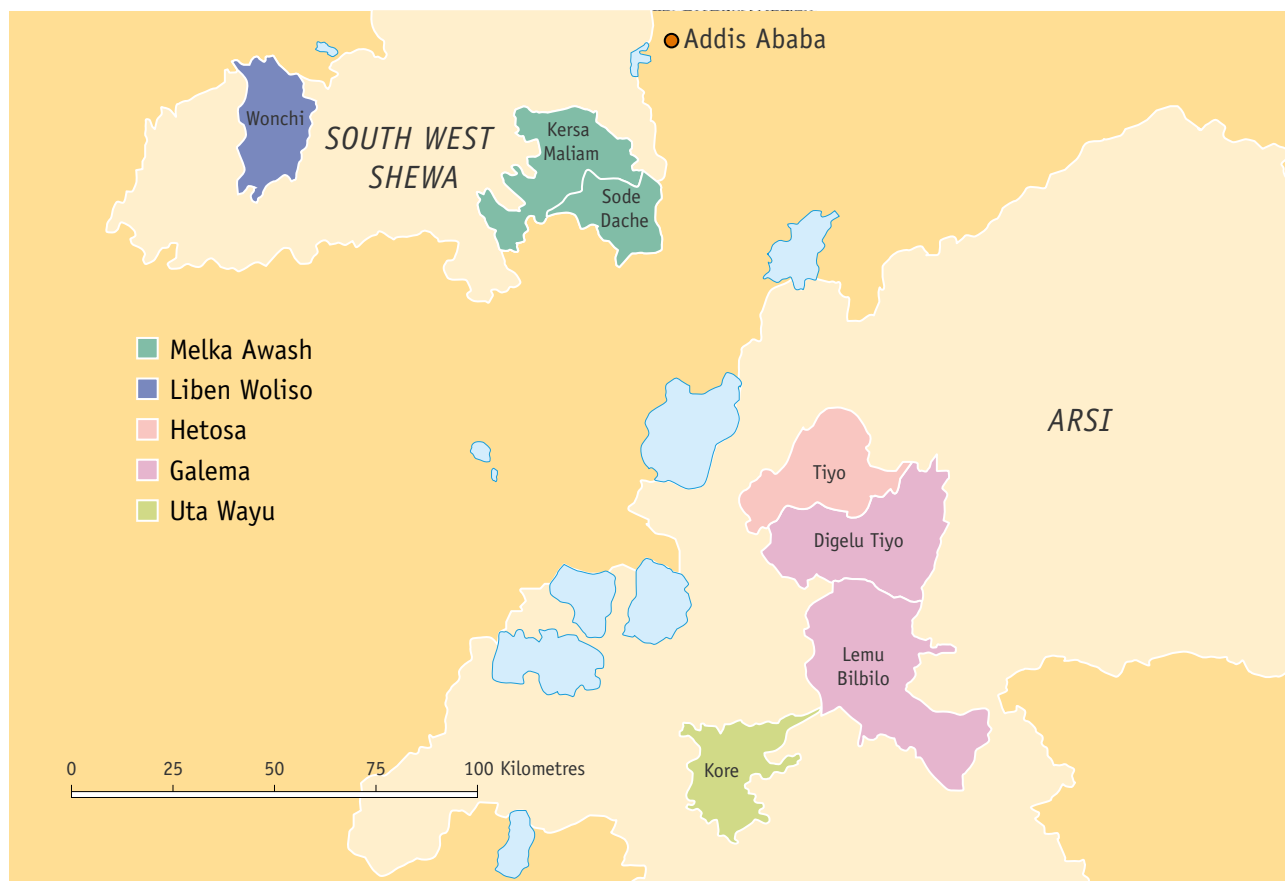


TABLE 1: DIAGEO S4G PROGRAMME TARGET WOREDAS, UNIONS AND PCs

Zones	Woreda	Unions	# of PCs
West Arsi	Kore	Uta Wayu	5
Arsi	Itaya	Hitosa	5
Arsi	Limu Bilbilo	Galema	6
Arsi	Digalu Tijo	Galema	1
Arsi	Kersa Malima	Melka Awa	6
Arsi	Sodo Dachi	Melka Awash	3
South West Shoa	Woliso	Liben	3
South West Shoa	Wenchi	Liben	5
3 zones	8	5	34

Source: TNS S4G monitoring data, 2017.

Key informant interview and focus group discussion respondents claimed that contract farmers had accrued many benefits from the S4G initiative including:

- better prices;
- improved access to market information and new market opportunities;
- improved access to modern agricultural inputs;
- integration into a savings culture (bank saving);
- access to information on modern farming practices;
- increased production and productivity;
- overall improvement to livelihoods.

One union leader emphasised that: *“Before Diageo, barley was mainly meant for horse feed, but we are now well integrated into the market economy. Thanks to Diageo we have significantly increased our cash income.”*

The S4G programme, in line with Diageo’s commitment to enhancing the lives of women smallholders, includes a gender component consisting of conducting a gender analysis, providing gender training, and developing action plans and policies for guiding suppliers’ gender actions. As an example, the gender policy for cooperatives advocates setting targets for increasing women’s leadership, membership and employment.²⁰

2.3.1 Diageo contracting

Under the S4G programme, Diageo was the first brewer, in partnership with TechnoServe, to introduce contract farming in the Ethiopian barley sector. The intention in creating this model was to create a reliable cycle of supply and demand by providing the smallholders with incentives such as pre-finance in the form of modern inputs, as well as improved technical support and a guaranteed market price so that they in turn would become loyal suppliers of Diageo, providing a large volume of a high-quality product at a competitive price. The costs of the inputs are deducted from the payment made to the farmers upon the sale of the product.

At the programme’s inception, Diageo contracted directly with individual farmers while the inputs were provided via the PC. However, in 2014, Diageo’s contracting structure changed, with contracts now being agreed with the unions and PCs, who then in turn directly contract members, in order to increase operational efficiency. The current Diageo modus operandi entails that Diageo signs agreements with unions, after which they enter into agreements with PCs, who in turn contract members. PCs and unions have distinct roles in providing support services to member farmers. Unions are held responsible for managing the relationship and follow-up with Diageo, while PCs play pivotal roles in aggregation and promotion of market linkages for farmers. They represent member farmers and are key actors in the production and delivery of malt barley.

2.3.2 Gender constraints under contracting

Up until 2013, when Diageo held direct contracts with individual farmers, women in male-headed households were able to be co-signatories on contracts with Diageo, while women in female-headed households were able to hold single-signatory contracts. As a result, women were able to play a key role in the decision-making processes of barley production as well as directly benefit from it. However, the change in contracting structure in 2014, which made PC and union membership²¹ a prerequisite for supplying Diageo, had the unintended consequence of marginalising female barley farmers and labourers by restricting their access to contracting. This is partly because the existing agreement with the unions has no clause to include women in MHHs as co-signatories.²²

Traditionally, PC membership is primarily male. Gender norms relating to the role of men as leaders rather than women; power relationships between husbands, wives and the broader community; and traditional gender assumptions relating to land ownership and the productive roles of women, often prevent women from becoming PC members. As Table 2 indicates, in the two unions studied, only 13% of total current PC members are women. Land is a prerequisite for PC membership and many women, particularly married women in MHHs, do not have titling rights, signifying that they are excluded from PC membership and, as a result, ineligible to become contract farmers. Even in the case of female heads of households, who in comparison to women in MHH have better access to land, few women have joined primary PCs and engage in contract farming. The available data also revealed that out of the total women PC members, only 23.8% participated in and benefited from the S4G programme.

In addition to the restrictions on contract farming posed by PC membership itself, there are numerous other barriers which include: a lack of information about contract farming; fear of falling into debt; a lack of farming extension services aimed at women; heavy workloads both at home and in the field; and a lack of confidence. Cultural perceptions about women’s limited

TABLE 2: NUMBER OF WOMEN CONTRACT FARMING PARTICIPANTS IN THE STUDY AREAS

Union	Primary cooperatives	PC members			Farmers contracted as Diageo suppliers		
		Total	Women	% women	Total	Women	% women
Hitosa	Dosha	280	40	14%	131	12	9%
	Waji Chilalo	408	62	15%	191	13	7%
	Beriti Chilalo	1129	230	20%	279	35	13%
Galema	Nebo	460	12	3%	215	16	7%
	Hora	367	28	8%	116	11	9%
	Tulu Chiba	463	43	9%	200	12	6%
Total	6	3107	415	13.3%	1132	99	8.7%

Source: Field data from respective sample PC representatives, October 2017.

TABLE 3: S4G PROGRAMME PARTICIPANT FARMERS DISAGGREGATED BY GENDER

Production years	Unions/contracted farmers										Total	
	Hetosa		Utawayu		Galema		Liben		Melka Awash			
	Farmers	% women	Farmers	% women	Farmers	% women	Farmers	% women	Farmers	% women	Farmers	% women
2013-14*											1047	6%
2014-15	872	12.27%	642	7.17%	1902	5.99%	1152	5.47%	1491	6.37%	6059	7.01%
2015-16	970	8.25%	1242	15.54%	936	3.63%	1255	6.45%	793	5.93%	5196	8.37%
2016-17	945	11.85%	1495	12.98%	1227	5.46%	1761	3.58%	1018	7.27%	6446	7.91%

* No breakdown of programme participant data available for 2013/14

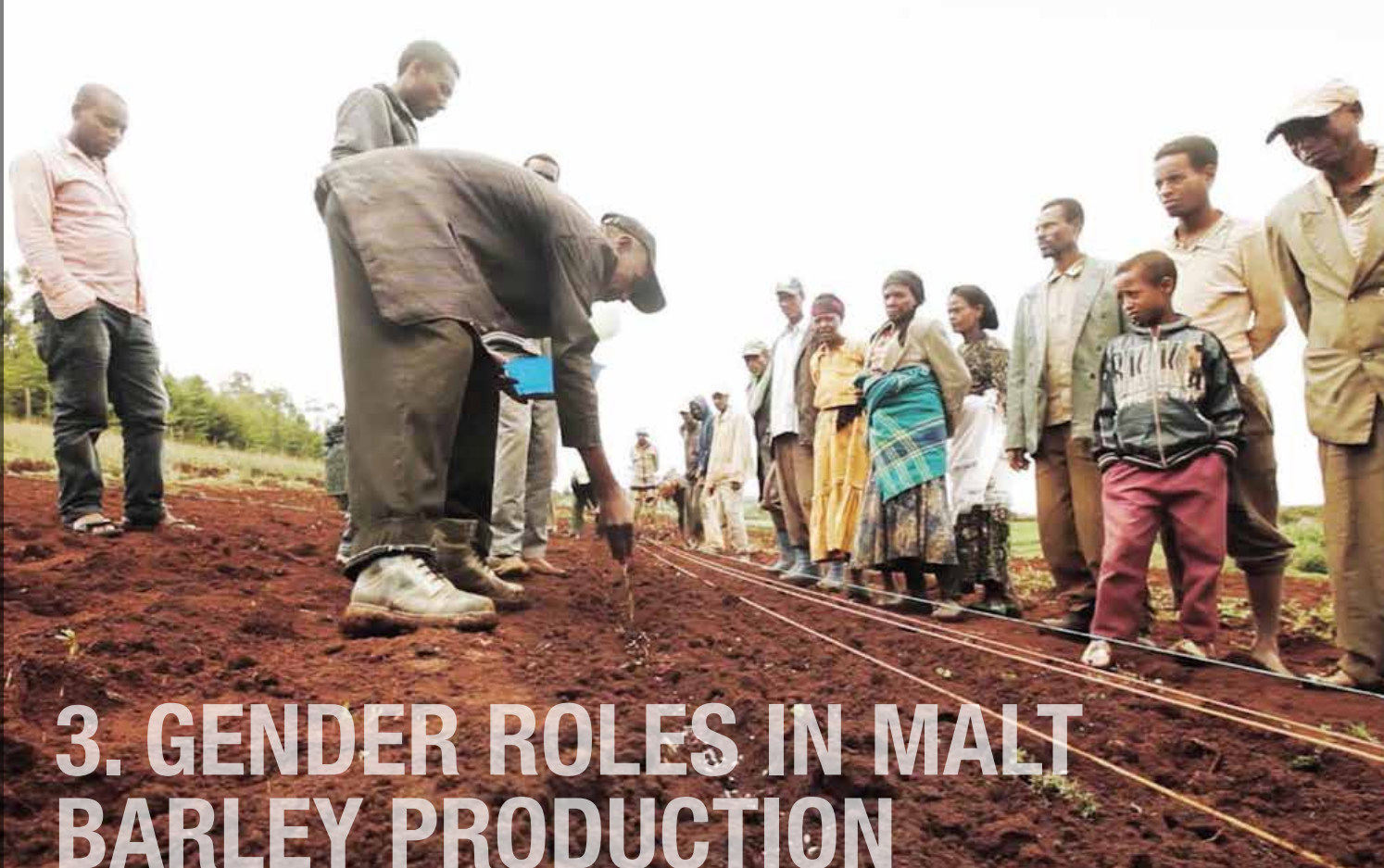
Source: TNS Ethiopia.

capacity to engage in agricultural activities are also a significant barrier, despite the fact that in Ethiopia, women contribute approximately 70% of labour for agricultural production. A related issue is that the nature of the agricultural work that women usually do is often not perceived to be as valuable as the work that men do, and therefore their input can be invisible, taken for granted compared to men's.

As Table 3 indicates, although female farmers contracted by Diageo have increased over the years, they are underrepresented in the programme and as a proportion of the total number of farmers there has been very little change (from 7% in 2014 to just under 8% in 2017). Almost all of these women come from FHH (either divorcees or widows) and have access to productive resources such as land, unlike women in MHH who have no access to land and have limited opportunities to participate in and benefit from the Diageo barley value chain development programme.

Moreover, even women who do fulfil the requirements for joining PCs often do not see the benefits of being a PC member, due to lack of information and awareness as well as social perceptions regarding PC membership being a traditionally male domain, and are therefore reluctant to register. Changing to a contracting model which

works through PCs and unions therefore unintentionally excludes female farmers who may have had better access to benefits if they were able to hold individual contracts. Consequently, the overwhelming majority of women do not participate in nor benefit from the decision-making capabilities and benefits to be gained from Diageo's sourcing programme.



3. GENDER ROLES IN MALT BARLEY PRODUCTION

The gender division of labour is largely determined by cultural interpretations of gender capabilities. Within the communities featured in this study, there is a clear division of labour into what is considered “women’s work” and “men’s work” within productive and reproductive realms. However, gender roles are changing over time due to various factors. The study found that gender roles in agricultural production have undergone changes, with women currently becoming more active in agricultural tasks, with the exception of certain tasks such as ploughing. On the other hand, traditional household roles are still largely seen as “women’s work”. There are a few exceptions which have been taken on by men and this is partly due to changes in access to resources for completing certain tasks. For example, with the increased use of donkeys to help carry the load, water and firewood collection has become increasingly identified as a ‘male’ task because of gendered norms surrounding the use of livestock. However, women still bear the sole responsibility for the large majority of domestic tasks with little or no support from their spouses.

In addition to the unpaid household and care responsibilities that fall to women, they also undertake a wide range of agricultural tasks including land preparation, hoeing, sowing, weeding, harvesting, storing and transportation. Women’s agricultural labour was found to be highest in FHH and lowest in wealthier households where hired labour is often used. Women do not participate in all agricultural tasks and activities such as ploughing using oxen are considered to be exclusively for men. Tractors, although a recent introduction, are

used for tillage and combines for harvesting, however, these types of mechanisation are limited to flat topographies and to households that can afford to pay the rental fees.

In order to determine gender roles in agricultural activities, focus group discussion (FGD) participants were asked to score men’s and women’s contributions to different farm activities. Separate male and female focus group discussions were held and the participants in each group were asked to score how much time men and women spend on each activity, 10 being the highest score and 1 being the lowest. The rows are then added-up to give a final score out of 80. The tables 4(a) and 4(b) show that women make a significant contribution to different farm activities and both men and women are aware of this; however, the research as a whole suggests that women’s contribution is not fully recognised in contracting and PC structures.

The findings from the interviews demonstrate that over time, gender roles are influenced by a range of factors including the introduction of new technology, the adoption of modern agricultural practices, the choice of crop, the type of labour used, and the number of children in households. For example, the study found that in MHH, women play a dominant role where row planting is practiced, while men carry out broadcasting²³ (scattered) sowing. Women also play a major role in manual labour activities such as hand weeding or manual harvesting, however, where new technologies are used such as the application of agrochemicals, or combine harvesting,

**TABLE 4(A): WOMEN'S FGD – GENDER ROLES IN AGRICULTURAL PRODUCTION
(SCORING OUT OF 10: 1 LEAST, 10 MAX)**

No	Activities	Family labour			Hired labour	Labour exchange group
		Men	Women	Children ²⁴		
1	Land preparation	6	3	0.4	0.6	0.2
2	Sowing	4	3	2	0.4	0.6
3	Chemical spraying	5	3	1.8	1.2	0
4	Weeding	3	2	2	1.2	1.2
5	Harvesting	2	2	1	2.0	2.8
6	Threshing/winnowing	4	2	2.2	1.2	0.2
7	Storage	4	2	2	0.4	0.2
8	Transport to PC	5	2	1.4	1.8	0.2
	Total	33	19	12.8	8.8	5.4

Source: Study team from women's FGD groups, October 2017.

**TABLE 4(B): MEN'S FGD – GENDER ROLES IN AGRICULTURAL PRODUCTION
(SCORING OUT OF 10)**

No	Activities	Family labour			Hired labour	Labour exchange group
		Men	Women	Children ²⁴		
1	Land preparation	7.6	1.3	0.2	0.5	0.2
2	Sowing	3.6	4	1.3	0.5	0.5
3	Chemical spraying	5.6	3	0.5	0.8	0
4	Weeding	2.8	2.6	1.3	1.5	1.8
5	Harvesting	2.8	2	0.2	2.2	2.2
6	Threshing/winnowing	4	2.3	1.3	0.8	0.3
7	Storage	4	3.6	2.2	0.3	0
8	Transport to PC	5	2	0.7	2	0
	Total	35.4	20.8	7.7	8.6	5.0

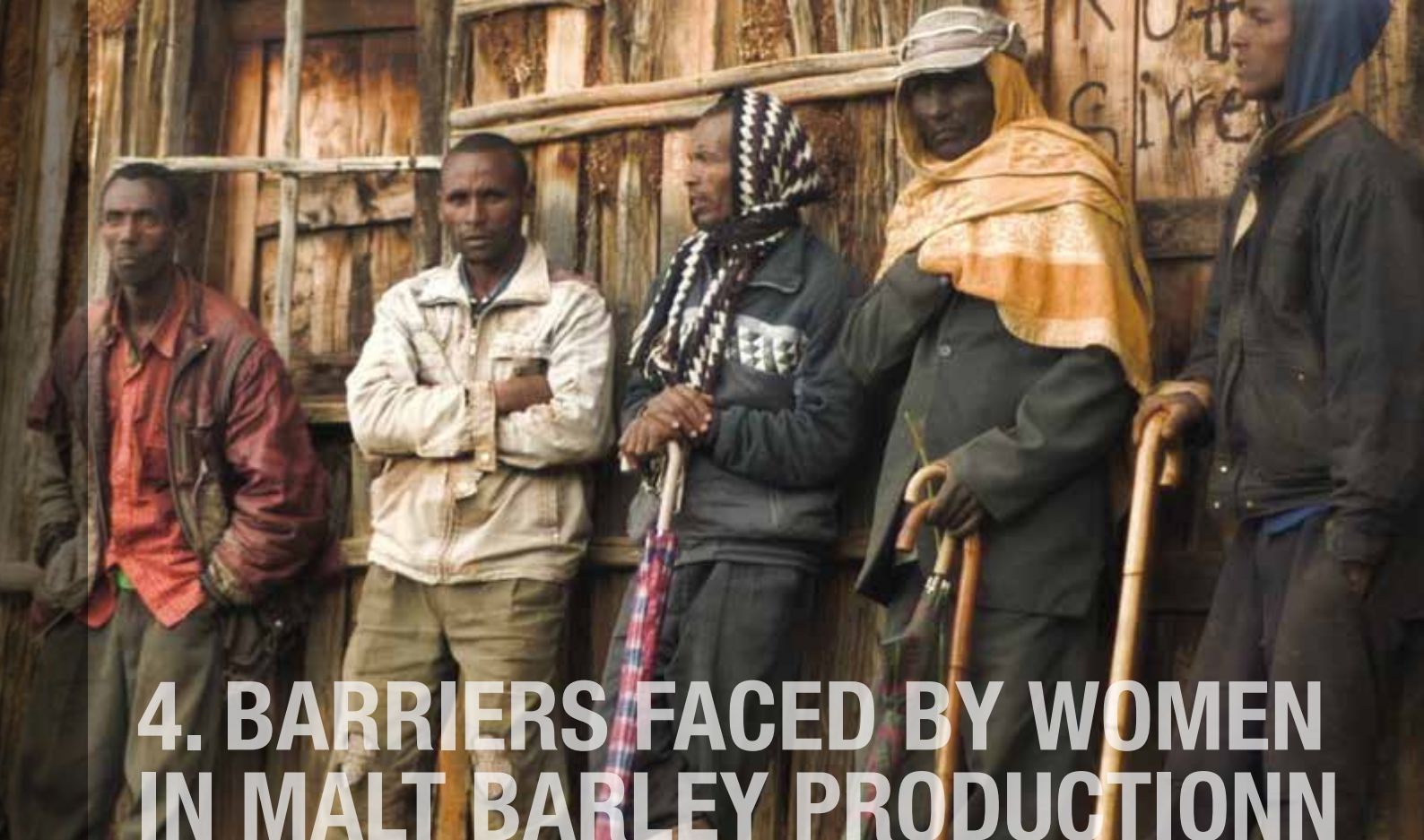
Source: Study team from men's FGD groups, October 2017.

men are responsible. In households where family labour is used for farming, women have a higher degree of direct involvement in agricultural activities. On the other hand, where the household uses a significant degree of hired labour or self-help/reciprocal labour exchange groups, the direct involvement of women in agriculture decreases. Men play a dominant role in the production of cash crops while women are responsible for crops grown for household consumption.

FHH follow different farm arrangements and are constrained by time and labour. FHH use adult, children and labour exchange groups to address these constraints. As information obtained from key informant interviews (KIIs) and FGD participants indicated, FHH usually contract out their farm land and employ share cropping arrangements.

The participation of women is clearly essential to Ethiopian smallholder agricultural systems; however, their roles are clearly determined according to their gender. Respondents from the interviews with PC and union leaders claim that cultural barriers to women's involvement in agricultural work are in gradual decline,

with government policy and practice²⁵ providing further encouragement to women's participation in agriculture. These informants are of the opinion that women, particularly heads of households, are keen to improve their livelihoods, therefore more measures are required to ensure that women have access to all areas of agricultural activity, particularly those which generate higher incomes and autonomy and encourage them to come to the forefront.²⁶



4. BARRIERS FACED BY WOMEN IN MALT BARLEY PRODUCTION

Women in the malt barley value chain face a number of gender-based barriers which are interdependent. While some barriers are unique to the S4G programme and barley production, many are structural and relations barriers common throughout the agriculture sector and across Ethiopian communities, such as access to and control over inputs, tools and technologies, as well as participation in training, and benefits from extension services.

4.1 Supply of modern agricultural inputs

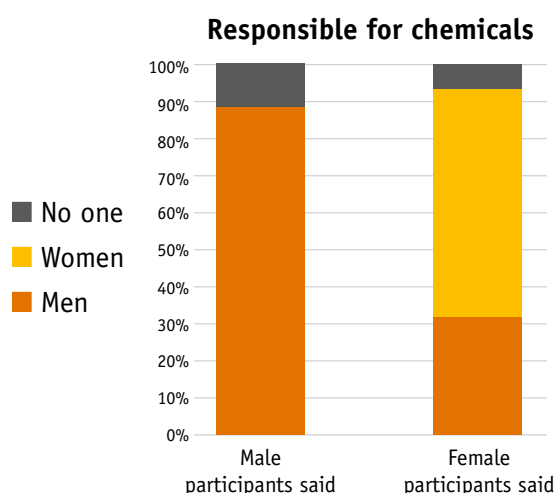
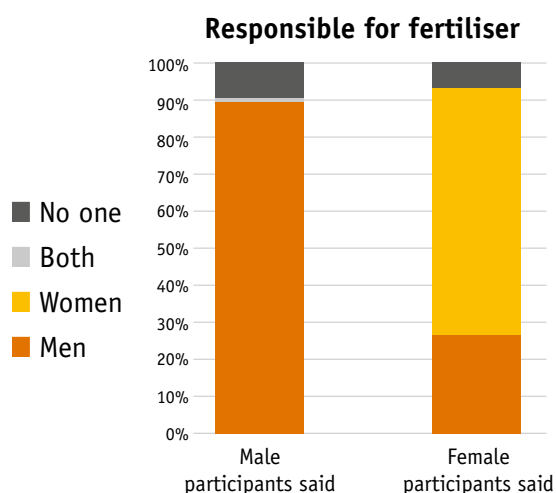
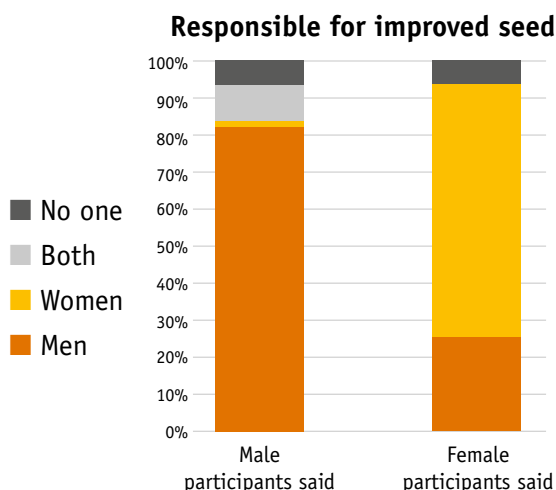
Since the inception of the S4G programme, Diageo has provided contract farmers with a full package of agricultural inputs (including seed, fertiliser and chemicals) as well as providing extension services to the farmers so that they can be trained in GAP. Both farmers and Diageo have business incentives for acquiring and delivering the full agricultural package, as it increases both the volume and quality of barley supplied to Diageo, as well as increasing the income of the contract farmers. Inputs are supplied through interest-free credit which farmers then repay upon selling their crops after the harvest.

Responsibility for obtaining improved seed varies by household. The majority of women farmers who were surveyed, who are mostly female heads of household (68.8%), obtain the improved seed themselves, while 25% of women surveyed (who are in male-headed households) stated that their husbands are responsible for obtaining improved seed (figures below). Men farmers who were surveyed indicated that they were responsible

for obtaining improved seed (82.7%). A similar pattern was observed in relation to access to fertiliser and chemicals, where the contract farmers get direct access.

In the 2016/17 season, Diageo changed its procedures and farmers did not receive fertiliser and herbicide in advance as part of the contracting package. The application of herbicide had been particularly important for eliminating a common grass-weed that grows in the barley regions and which, as a result of the S4G programme, had been controlled. Prior to the implementation of the programme, women had been responsible for the arduous task of removing the grass-weed by hand. Hand weeding is a less effective control method than using herbicide and therefore both the quality and quantity of the barley crop can be compromised. Under the S4G programme, men became responsible for controlling the weed through the spraying of herbicide. In the last season, when farmers did not receive herbicide, this activity once again shifted back to women. Although farmers attempted to obtain the herbicide from private suppliers at exorbitant prices, it was found that chemicals had expired and were ineffective.

Women respondents reported that *“since the initiation of Diageo’s contract farming, we had easy access to herbicide and the common grass-weed was not our problem. As a result, our workloads both in terms of labour contribution for hand weeding and feast preparation²⁷ for mutual support groups reduced to an unprecedented level. However, in the current crop season as we were not provided with herbicide and were affected by the*



weed infestation, we had to resort to hand weeding and preparation of feasts for debo and wenfel."²⁸

Farm mechanisation that includes the use of tractors and threshing machines also impacts on gender roles. If households have easy access to mechanised farm services, women's workload will reduce. Female-headed households who are constrained by the lack of male labour would benefit from mechanised services as it would increase their economic opportunities. However, despite the value addition of this service, women have limited access to mechanised services, primarily because of the lack of the financial means to acquire these services.

4.2 Training, extension and advisory services

Key agricultural knowledge and information services delivered to farmers through government and corporate programmes include training, extension and advisory services. Extension/development agents are assigned at village level to deliver these services to increase farm production and productivity in the target areas. Training on modern agricultural practices includes: row planting, seed multiplication, weed and disease management, mechanised harvesting, manual harvesting and post-harvest handling. In addition to the training programmes, periodic follow-up and technical backstopping are provided.

Although women have important roles in all farming activities, KII and quantitative survey participants observed that contract farmers receive different training, with women from MHH receiving a limited amount of training. Respondents reported that women in MHH only attended training when the head of the household was unable to participate due to health or behavioural reasons. Although the majority of respondents received training at least twice, many women lack the knowledge to ensure that GAP are applied consistently, creating inefficiencies in the value chain.

In terms of addressing the gender balance among the extension agents which serve the intervention PCs, in 2015 the S4G programme deployed 34 farmer trainers of whom seven (20% of the total) were women extension trainers. The introduction of women extension trainers has resulted in a noticeable upskilling of women in regard to agricultural activities; for example, they have adopted new farming techniques such as row planting instead of broadcasting. Respondents were asked what impact the introduction of female extension trainers had on the position and condition of women, to which the majority confirmed that it contributed towards increasing women's involvement in the value chain. However, despite their increased involvement in different farming activities, women's agency, capacity and participation in decision making has not grown in an equitable manner.

The limited access to training opportunities for women extends beyond GAP to the S4G training programmes for cooperative officials, PC and union leaders, which

CASE STUDY: The benefits of creating a more inclusive barley value chain

Gishu, a married woman in Hora PC, Galema Union, was unable to manage her household and feed her children due to her husband's extravagant spending. She felt that her farm was not being managed well: her husband rented out the farm land and spent their income widely, including on alcohol, meaning that their livelihood suffered. She lobbied the PC leadership and took on the role of farm management, including the malt barley contract, and revived her farm. She took part in capacity-building support programmes such as Good Agricultural Practices training and advisory services, mobilised her family members, and hired labour to fulfil the contractual obligations. She proved to her family and community that she had the ability to lead the contract farming and obtain an income from the sale of barley to move her family out of poverty. She was able to build her skills and her self-confidence through improved knowledge and decision making, which contributed towards improved farm productivity and household income. This provided her with the capacity to build her assets, including constructing a new house, buying oxen, and sending her children to school.

(Key informant interview with woman study participant, Hora, October 2017)

include lessons on book keeping, warehouse management, financial management and good governance leadership training among others. Women were not represented as these training programmes are targeted at union and PC leadership and cooperative office officials. Following the training programme, the participants developed a gender policy and action plan to increase women's membership and leadership in PC and unions. Unfortunately, because of the frequent turnover of PC and union leadership combined with a lack of follow-up and back-up support from S4G, the gender policy and action plan was not put into practice.

Although positive measures have been taken to improve women's economic empowerment in the barley value chain, such as the smaller-scale gender analysis conducted in the latter stage of S4G, and including a few FHHs as members of PCs, this unfortunately has not been sufficient either to transform the traditional gender norms and relations engrained in the study communities nor to change the structure and norms of the cooperative organisations. There is no concrete system or structure in place to encourage women to participate and benefit meaningfully from contract farming and thereby improve their livelihoods.

4.3 Decision-making power

Decision-making power in relation to agricultural production is dependent on whether the goods are for consumption or destined for market. Women's agency in regard to purchasing power and decision making within MHH is limited in the household economy in terms of purchasing power, sale of livestock, and field crops and savings, with many women having only a limited ability to purchase or sell items such as poultry, eggs, butter, milk and crops produced for household consumption (i.e. beans). Men on the other hand dominate decisions related to the purchase and/or sale of livestock, and crops produced for the market. Although respondents observed that women are becoming increasingly involved in joint decision making in transactions regarding certain crops, livestock and assets, by and large, their

independent decision-making power is limited to lower value transactions. Within FHH, women make independent decisions related to family income.

4.4 Women's access to and control over resources

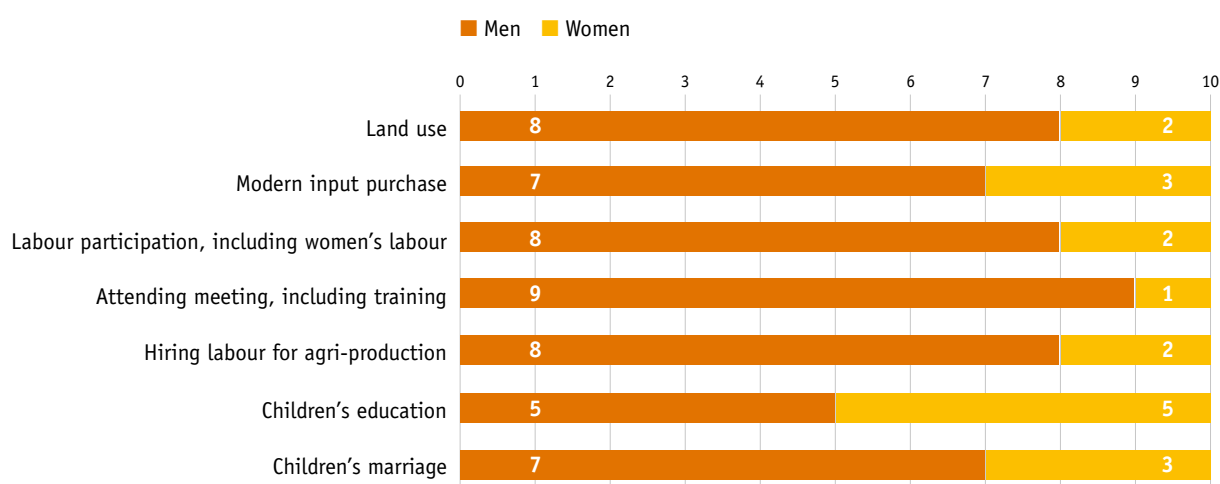
In principle, women have equal rights to land entitlement; however, in practice, this is not the case. The long-established traditions and cultural norms, which often include incorrect interpretations of land tenure, lead many to believe that land ownership and control over land are exclusive to men. A married woman does not have access to and control over land unless her husband dies. Under Ethiopian law, land is owned by the government and 'landowners' simply hold user rights. Buying, selling, or mortgaging of land in Ethiopia is illegal, and land cannot be used as collateral to secure a loan.

Over the years, the government has attempted to address gender inequalities regarding access to land as a means of addressing rural poverty. Land certification programmes have been implemented with the aim of reducing tenure insecurity.²⁹ Although the government authorities clearly state that both wives and husbands are entitled to land, community members nevertheless claim that land is solely reserved for men. Furthermore, most women in the study areas are unaware of their rights to land in the case of divorce, as they lack information and the confidence to legally pursue the matter. It is only in exceptional cases that women who are knowledgeable about the law and are empowered have retained their entitlement to land after a divorce. In cases where women in FHH have been able to engage in land transactions, such as renting/leasing and share cropping without the fear of losing their entitlement, their livelihoods have shown significant improvement.

4.5 Women's leadership in unions and primary cooperatives

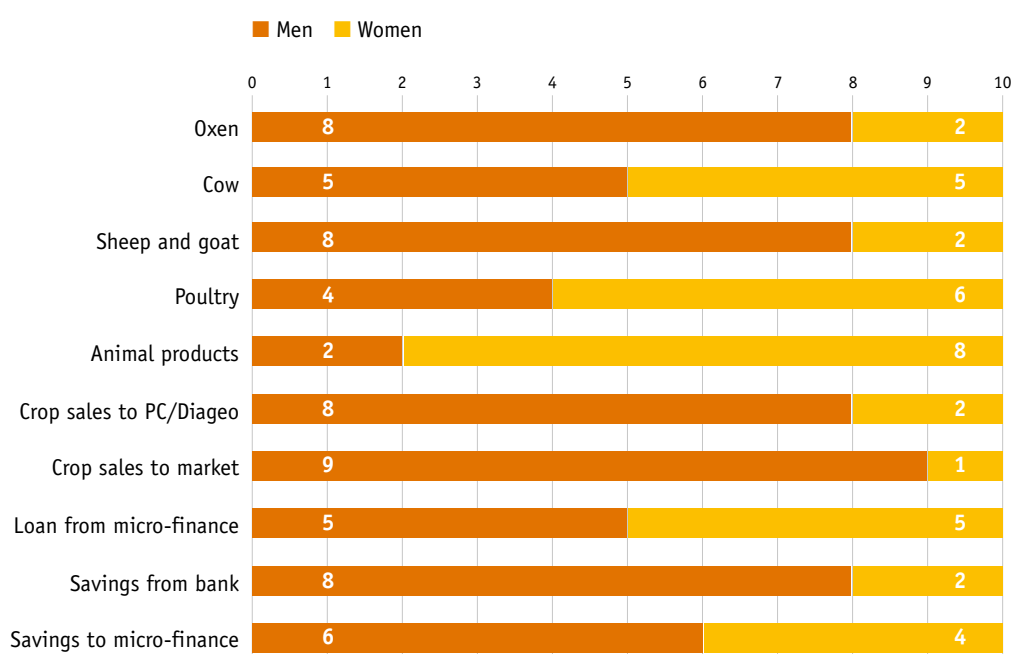
The study revealed that women are not represented within union and PC governance structures. For example, in the

DECISION-MAKING MATRIX BY GENDER (OUT OF PROPORTIONAL PILING OF 10)



Source: Field exercise output, October 2017.³⁰

DECISION-MAKING MATRIX BY GENDER (OUT OF PROPORTIONAL PILING OF 10)



Source: FGD output from men's group, October 2017.

Hitosa and Galema unions, almost all of the executive committee members are men and women are poorly represented on all of the PC committees. As the PCs are members of unions, rather than the individual farmers, if women are not on the governing committees of PCs then they are very unlikely to be able to access governance positions within the unions. The lack of female leadership is attributed to discriminatory social norms across the communities and gendered power imbalances which enable men to occupy public realms but restrict women to domestic spheres. In addition, women face constraints such as limited access to formal education, a lack of time and confidence to engage in public affairs, and limited access to media and other sources of information. Similarly, very few women have been employed in unions and PCs, and when this has occurred, the employment

has been concentrated in low-paid roles or clerical jobs such as cashiers, accountants, secretaries, janitors or storekeepers while higher-paid management positions have been occupied by men. This is partly because women have less access to education, and also because these roles are perceived as 'male' positions due to social and cultural expectations. In the few cases where women have been appointed as chairs of loan and control committees, in the majority of cases they came from FHH and subsequently found that balancing their farm responsibilities alongside the demands of unpaid care work, in addition to the responsibilities of PC and union work, was not manageable, leading them to ultimately give up these positions. As a result, the majority of such leadership positions are held by men.

TABLE 5: WOMEN'S PARTICIPATION IN UNION AND PC LEADERSHIP AND EMPLOYMENT

Executive Committee members	Total	Men	Women	% women
Union				
Hitosa	11	10	1	10%
Galema	12	12	-	-
PC				
Dosaha	13	11	2	15%
Waqichilalo	13	13	-	-
Hora	16	16	-	-
Nebo	16	16	-	-
Bereti Chilalo	13	13	-	-
Tulu Chiba	13	13	-	-
Employees				
Union				
Hitosa	42	34	8	19%
Galema	42	37	5	11%
PC				
Dosha	2	2	-	-
Waqi Chilalo	2	2	-	-
Hora	3	3	-	-
Nebo	2	2	-	-
Bereti Chilalo	5	5	-	-
Tulu Chiba	2	2	-	-

Source: KIIs with leaders of cooperatives, October 2017.

4.6 Unpaid care work

The burden of unpaid care work across almost all societies falls disproportionately on women's shoulders because of the stereotypes that define what is considered "men's work" and "women's work". These stereotypes are clearly enforced in the communities featured in this study where domestic activities are considered a woman's responsibility, and are often time-consuming and strenuous. Women are engaged in a range of household activities which are considered their exclusive domain, such as processing and preparing food, collecting fuel wood and water, domestic cleaning, washing clothes, and caring for children, the sick and the elderly. Recently, there has been a slight change in the activity of water collection as in a few households, men have purchased donkeys and helped by taking over the role of collecting water from distance sources. In the study areas, water fit for human consumption is a scarce resource and in the majority of cases, it falls on women to undertake the tedious and time-consuming task of travelling long distances and waiting in long queues to obtain their daily ration. In the regions of Nebo and Bereti Chilalo in particular, a large proportion of women's time is used to collect water. The workload for women increases particularly during feast preparation when it is important to serve home-brewed local drinks (*areke* and *tella*). The study found that women's workloads would vary throughout the season and that during the periods of weeding and harvest, women's workloads are at a peak as they are required to provide agricultural labour, as well as preparing the food for mutual labour support

groups, and finally acting as the sole source of unpaid household work.

Women within the study communities work from dawn to dusk as they are engaged in agricultural and household work and work longer hours than their male counterparts. Findings from FGDs reveal that the majority of women wake up as early as 5 or 6 a.m. and go to sleep as late as 10 or 11 p.m. On the contrary, men rise at 8 a.m. and go to bed at 8 p.m. and have more time to participate in leisure activities during the day. Seasonality has a moderate impact on women's workloads which increase from June to August when land preparation and sowing are undertaken, and from November to February during the weeding and harvesting periods. These are the peak agricultural seasons during which women spend more time on agriculture activities, preparing food for labourers and labouring for income themselves on neighbouring farms, alongside their daily workloads. As Table 6 depicts, on average women spend 10-13 hours per day engaging in daily chores, alongside farming and agricultural activities. However, the time women spend on daily chores varies from house to house and differs from peak to off-peak farming periods. It should be noted that women also bear the primary responsibility of care for children, the sick and the elderly, in addition to their daily chores. This limitation on women's time prevents them from participating as informed decision makers at home or in the public domain at community meetings, and from being members and seeking leadership positions in PCs and unions.

**TABLE 6: WOMEN'S AVERAGE TIME USE
IN STUDY AREAS**

Rank	Type of activity	Average time per day in hours
1	Food preparation (including the coffee ceremony)	2
1	Farming	2
1	Fetching water	2
2	Dairy production	1
2	Collecting wood for fuel	1
2	Marketing	1
2	House and cattle kraal cleaning	1
2	Animal care	0.5
2	Laundry	0.5
2	Social obligations	0.5
2	Food processing	0.5
Total		12

Source: Study team from women's FGD, October 2017.

4.7 Gender-based violence

For the purpose of this analysis, GBV is defined as any act that causes physical, sexual or psychological harm inflicted on men and women based on gender. It includes domestic violence, rape, Female Genital Mutilation (FGM), sexual harassment in the home, work or in institutions, and harmful traditional practices such as child marriage and marriage by abduction etc. Many forms of GBV are outlawed or punishable by law in Ethiopia. However, in spite of the existing legal protection, these forms of GBV are nevertheless widespread across many areas of Ethiopia. The national prevalence of FGM is reported to be at a rate of 74% of women.³¹ The WHO's multi-country study indicated that 71% of rural women in Ethiopia experience violence.³²

Fifteen years ago, marriage by abduction, FGM, child marriage, and domestic violence were highly prevalent both in the study areas and across the Arsi region as a whole. However, as a result of improved access to education for girls, a series of information and education programmes, media exposure, and government policies and legislations which make GBV punishable, there has been a change in the cultural and social norms that cause and sustain GBV in the study communities. Nevertheless, certain forms of GBV are still prevalent, especially in Muslim-dominated communities like Bereti Chilalo, where polygamy still exists. KII and FGD participants indicated that religion is used as a pretence to practice polygamy in order to access increased amounts of women's labour and to have large families.

The majority of study participants are of the opinion that GBV in general is declining. However, socio-cultural changes have resulted in the emergence of new youth-related challenges. The participants interviewed claimed that the expansion of bars and hotels, as well as youth exposure to urban culture, has fuelled problems such as teenage pregnancy, consensual child marriage, elopement and divorce, and has led to an increase in the school dropout rate for girls. In addition, there has been an increase in the number of young people who engage in premarital sex despite limited or no information on sexual and reproductive health and family planning services.

Among the study areas, divorce is perceived, by the members of Nebo PC in particular, to be an extremely serious problem. There has been an increase in the number of applications for divorce, particularly from women, and while this demonstrates an increase in women's agency, community members feel that it has potentially negative consequences for family stability and children's wellbeing. Many of the male respondents claim that the high prevalence of divorce can be attributed to the gender education programmes which have been provided by government organisations and NGOs in their localities. They believe that these programmes have focused solely on women's rights to the detriment of the social norms around obligations to carry out family responsibilities and obedience to the head of household. Male respondents suggested that gender training should include lessons on family management, family harmony and improving marital relationships. Conversely, female respondents attributed the rise in divorce to reactions against alcoholism, extramarital affairs, and the unilateral decision-making power of men over household resources (e.g. decisions to sell, lease or rent farm land) without the consent of their wives. As in many Ethiopian cultures, men dominate the power structure in households in all the study areas. When women question men on the proper use and management of household resources and income, and claim their rights, it is often perceived as a threat to the existing male power and may result in negative consequences for women. The high prevalence of domestic violence is partially attributed to this unbalanced power structure.



5. CONCLUSIONS AND RECOMMENDATIONS

Diageo is a global brand where both organisational practice and its barley value chain are governed by strong global business policies, standards, ethics and practices. The study found that these policies have positive implications and highlight clear opportunities to invest, influence and have an impact on gender balance at the organisational level as well as promoting a gender-inclusive barley value chain more widely than just within Diageo's operations.

Diageo's participation in local, national and global forums also presents the opportunity and responsibility to influence broader government policy changes in support of Diageo's social and sustainability goals.

Diageo has invested significantly in farmer development through an implementing partner, while also making further investments to improve access to critically needed support services such as farmer training; extension and advisory services; modern agricultural inputs; and aggregation and transport services among others.

For the farmers supplying Diageo, the barley value chain has brought positive changes in terms of increasing market access, offering better prices, and providing training and technical advice, transport aggregation and delivery to the factory. This provides Diageo with a strong local barley supply and a high number of barley farmers have benefited; however, the majority are male.

Nevertheless, there is an opportunity to unlock further value for Diageo and its sourcing communities to the benefit of women farmers. Despite the policy commitment

on social, ethical, and sustainable sourcing, along with Diageo's substantial investment in supporting the malting barley market system, the impacts on women as suppliers of malting barley are limited, both in number and quality, due to a range of interrelated constraints.

Women's roles within PCs

- Women face systemic barriers to becoming both members and leaders in PCs and unions.
- Not all of the union or PC governance structures have women in leadership positions.
- Of the women who are PC members, only a limited number participate and benefit from the Diageo barley contracted supplier arrangement.
- The exclusion of women from union and PC contracted farming agreements as co-signatories (for women in MHH) or signatories in their own right (for women in FHH) results in limited participation and decision making of women in the value chain (particularly women in MHH).
- Women's heavy household and agricultural production workloads limit their time and ability to attend PC and union meetings.

Women's roles in farming communities

- Gender-biased norms and relationships at household, market and community levels act as constraints preventing women from accessing and controlling productive resources, making decisions regarding economic assets, accessing cooperative membership,

meeting Diageo contract farming criteria, and accessing agricultural inputs. These not only constrain women from access, but for those who are engaged in contract farming, they can also act as a disincentive regarding investing more time in Diageo contract farming.

- Low education, lack of training and information, and a lack of resources for women limit their ability to access and claim their rights (particularly relating to household decision making, land rights and contractual agreements). In particular, women's access to land rights in the region is constrained by traditional expectations of gender norms rather than structural policies.
- Women (especially women in MHH) have limited participation in training programmes due to heavy household workloads, gender-biased norms regarding training, and lack of access to information.
- Gendered division of labour at household level and in agricultural practices limits women's time to participate in household, community, and cooperative level decision-making activities. This particularly impacts female-headed households and therefore their ability to access the S4G programme.
- The prevalence of gender-based violence in the form of domestic violence, marriage by abduction and polygamy acts as a barrier to women's movement, education and ability to access and control economic opportunities within the communities studied.

Women's roles in farming

- A low number of female extension trainers exacerbates women's low access to training, services and resources.
- Women's limited access to formal financial services, especially credit, impedes their capacity to purchase the necessary inputs and services that can improve agricultural output and support women in meeting the requirements for Diageo contract farming.
- Lack of adequate commitment, support and follow-up by government, PCs and unions to implement gender-inclusive policies, legal requirements and strategies at community, PC and union levels restricts women's access to Diageo contract farming.

The study has made a number of recommendations in order to address these constraints, recognising that by addressing the barriers to inclusion which are faced by women farmers, Diageo has the opportunity to have a positive social impact while also improving yields, increasing quality and contributing to the long-term sustainability of the barley supply chain in Ethiopia.

Sustainability of approach

In order to build value chains that are gender-transformative, it is essential that long-term incentives for female farmers are put in place. There are a number of short-term and medium-term opportunities for Diageo

and its partners to increase the participation of female farmers within the barley supply chain. However, these interventions will only become sustainable in the longer-term by recognising and addressing the entrenched structural norms, relationship dynamics and gender inequalities which govern how female and male farmers live their daily lives. For female farmers to truly realise the benefits of their participation in the Diageo barley supply chain and therefore be incentivised to continue to contribute, they must have equity in decision making and household relations in their homes and communities. This requires a longer-term investment by Diageo and its partners within farming communities, including the need to engage with men and boys, in order to contribute to positive social change at the individual, household and community levels, thereby enabling the sustainability of any supply-chain interventions. Addressing negative norms within relationships at household and community level will also help to mitigate potential backlash (such as males attributing increased divorce rates to gender training) and any increase in GBV which may occur when significant change is made to gender relations without engagement and dialogue with men.

The following recommendations therefore address both the need to contribute to sustainable social change, as well as to address the immediate constraints faced by female farmers and have been categorised into three key areas: 1) farming activity; 2) policy needs; and 3) women's empowerment activities. These are broad areas of activity which represent opportunities for cross-sector collaboration involving partners including CARE, TechnoServe, unions, PCs and the Ethiopian government as appropriate.

The opportunities for cross-sector collaboration are within:

1. Farming activity:

- contracting practices;
- training activities for farmers;
- increasing female farmers' access to inputs;
- building relationships with PCs and unions;
- building relationships and alliances with relevant government agencies.

2. Policy needs:

- land tenure;
- women's access to education.

3. Women's empowerment activities:

- developing women's roles within PC and union leadership;
- changing the role of women within farming;
- changing the role of women within households and communities (including engaging men);
- community mobilisation for empowerment.

Priorities to achieve positive impact

The broad areas of potential cross-sector collaboration represent the opportunity for Diageo to engage with various partners in order to achieve maximum positive impact and contribute to the long-term sustainability of its approaches. Based on these areas of collaboration, a number of key activities have been identified.

1. Farming, cooperative and union activities

- Ensure that contracts with farmers include married women as co-signatories or as the lead contractor through joint spousal PC membership or allowing new registration of separate PC membership for married women.³³
- Proactively increase the number of FHHs in contract farming by providing additional support and outreach to these members.
- Monitor gender data and establish targets for contract farming, training, cooperative membership, extension and agriculture services provided, and supply of farm inputs.
- Engage with PCs and unions to develop new standards and criteria for contract farming registration, for example in relation to land titling and the application of inputs.
- Target training and incentives to female extension trainers to ensure a gender balance in extension and technical advisory services.
- Ensure that training and meetings are gender-sensitive, i.e. they take into account women's workload and allow for flexibility in scheduling and choices of location.
- Incentivise input providers to make time-saving inputs such as herbicides and technology, e.g. tractors, more accessible to women.
- Engage men at PC and union level on women's rights and work to mainstream gender into governance structures.
- Conduct continuous capacity-building training for PC and union leaders to develop and implement gender-inclusive policies, strategies and action plans to increase women's membership of PCs and unions. This will also help to address social norms in the region regarding expectations that membership of PCs is reserved for male elders.

2. Policy and government collaboration

- Collaborate with government agencies to provide financial literacy training to female and male contract farmers.
- Collaborate with the Government of Ethiopia's Ministry of Agriculture to develop and implement a gender-inclusive strategy and plan.
- Support the Federal Cooperative Agency in sensitising PCs to the Cooperative Society Laws (Dec 2016) which

state that at least 30% of management committee members should be female.³⁴

- Work with key stakeholders in government (Ministry of Agriculture, Ministry of Women and Children Affairs, local officials) to conduct gender training, raise awareness of rights and provide life skills training to build women's agency.
- Work with key stakeholders in government (Ministry of Agriculture, Ministry of Women and Children Affairs, local officials) to facilitate policy dialogue on issues related to women's access to land, social protection, education and credit.

3. Community and the multiple roles of women

- Conduct awareness programmes on GBV prevention, laws and enforcement programmes.
- Conduct awareness programmes for men and women, with a particular focus on women in FHH, on Diageo contract farming, and programme services and benefits, including agreed pricing with PCs.
- Conduct programmes on educating women on their legal rights and entitlements related to land in recognition that this is a barrier which is due to social norms rather than policy-based constraints in the study region.
- Develop Village Savings and Loan Associations and livelihood initiatives for a gender-inclusive financial strategy for women to access informal credit in the short term and linkage to bank accounts in the longer term in order to increase women's ability to meet Diageo contract farming criteria.
- Facilitate the integration of mechanisation technologies and inputs to reduce women's workload and increase their capacity to engage in farming.
- Implement programmes for improved access to water to reduce women's workload.
- Engage men through gender sensitisation workshops to change norms and attitudes on the division of household and agricultural labour and household decision making in order to support and complement other activities incentivising female farmers in contract farming.
- Facilitate gender dialogues and household-level interventions to reduce the amount of time women spend on the household workload in order to increase their ability to engage in PC and union membership, access contract farming opportunities and become equitably involved in decision making over productive resources.
- Conduct awareness programmes on engaging men in women's empowerment activities, women's rights, gender division of labour, and norms and practices to change community and household attitudes and perceptions, ensuring this includes targeted community gatekeepers (e.g. religious leaders, community elders and village leaders).

- Encourage the development of community gender champions to advocate for structural change, e.g. reaffirming women's right to land titles in community forums.

Next steps for Diageo

The opportunities presented here are being explored by Diageo, CARE and the S4G partners in Ethiopia to address the barriers faced by female farmers, thereby enabling women to realise their full potential and to become equal partners in their communities, economies and societies.

Annexes

Annex 1: Data collection instruments

The research process involved a mixed method of collecting both primary and secondary data from a range of sources. Secondary data was obtained through conducting a literature review. Primary data was gathered via a survey/structured questionnaire, case stories, focus group discussions and key informant interviews, as outlined below.

Survey/structured questionnaire: Tailored questionnaires were used to collect quantitative primary data from randomly selected contract smallholder farmers. The main focus of the questionnaire was to explore gender roles in agricultural production; specifically, access to and control over agricultural resources as well as decision-making power within the value chain. A total of 100 smallholder farmers participated in the survey, of whom 18% were women. The number of women included in the questionnaire survey was low as the survey was designed for contract farmers, relatively few of whom are women.

Key informant interviews (KIIs): A series of key informant interviews were carried out in order to gather relevant data on the barley value chain and to understand women's participation as both farmers and leaders. The 55 informants interviewed included: Diageo and TNS field staff and management; *kebele*,³⁵ union and PC officials; women's leaders; local-level development agents; health extension workers; and input providers. Out of the 57 informants, 11 were women (20%). This low number is demonstrative of the underrepresentation of women as officials employed within different institutions including unions and PCs. An interview guide was developed and agreed upon with the client organisation during inception.

Focus group discussions (FGDs): FGDs were held with sample community members consisting of both contract farmers and non-contract farmers, women's groups, and members and non-members of primary cooperatives. A total of 36 men and 32 women participated in the different FGD groups. The FGD sessions were useful in corroborating and triangulating data obtained from key informant interviews and from the survey/questionnaire.

Document review: Relevant documents such as TNS's project documents, Diageo's standards, codes, frameworks and other related working manuals, available literature on the making markets work for the poor (M4P) approach, value chain development and gender analysis, as well as other relevant documents and online postings, were reviewed. Available statistical data related to Diageo's value chain development programme were reviewed as well.

Annex 2: Sampling

The sampling methods used included a representative (probability) sampling method for the quantitative data collection and a purposive (non-probability) sampling method for the qualitative data collection.

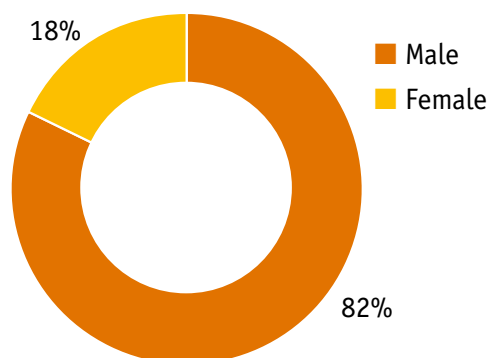
In order to gather the quantitative data, a three-stage sampling strategy was employed to generate a representative sample with greater precision, at a lower cost. As the entry point for the S4G programme is unions, the study team first identified the unions, then the primary cooperatives, and finally individual contract and non-contract farmers. The study team first identified two of the five unions purposively, in consultation with Diageo and CARE staff, and then from each of the two unions, three PCs were identified using simple random sampling methods. Finally, 100 women and men survey participants were identified randomly for quantitative questionnaire surveys.

Participants for KII and FGDs were identified purposively. Union and PC leaders, input providers, women's association representatives, agricultural extension workers and community elders and leaders, who have adequate information on the value chain activities, took part in qualitative data collection. Stakeholders who engaged in support functions for the value chain, and knowledgeable community representatives who understand the cultural practices that hinder or enable value chain development, and the prevalence and magnitude of GBV, were also consulted for qualitative information.

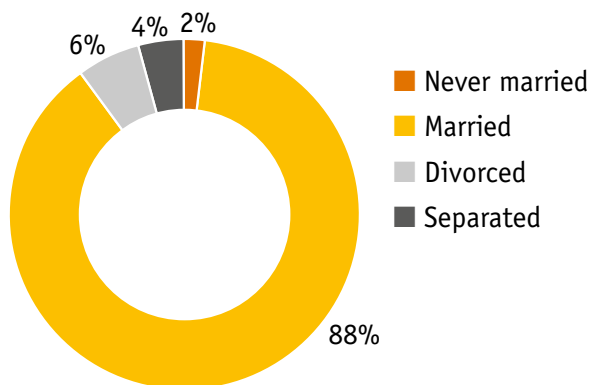
Annex 3: Questionnaire survey respondents' characteristics

A total of 100 women and men were included in the quantitative survey. The sample size was determined by the homogeneity of the community (largely Oromo ethnic group). Variables including sex, age, marital status,³⁶ religion, literacy and means of livelihood were included in the survey's socio-demographic categories.

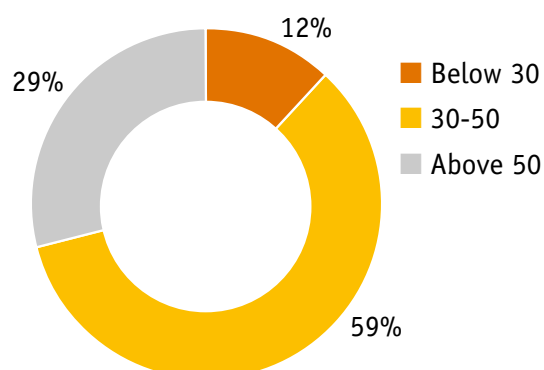
Sex



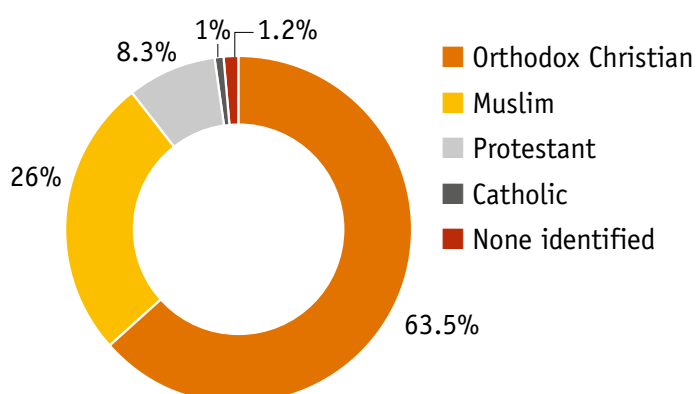
Marital status



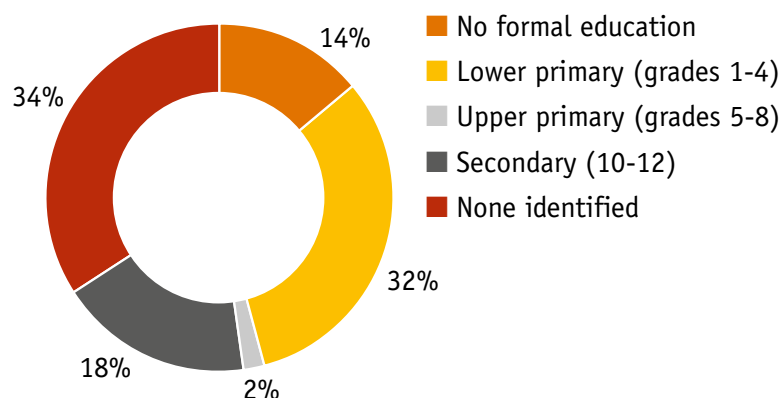
Age



Religion



Education



Annex 4: Key informant interview and focus group discussion participants

KIIs		Representing	FGDs		Representing
Male	Female		Male	Female	
2	1	Diageo	1	1	Diageo
				3	CARE
2	1	TNS	6	5	Waji Chilalo
1	2	Dosha PC (development agent, officials)	5	6	Nebo
4		Waqi Chilalo PC	9		Tulu Chiba
4		Hitosa Union	4	5	Dosha
1		Oromia seed supplier	4	7	Bereti Chilalo
1	2	Farm service centre 1	7	5	Hora
7		Hora PC			
7		Nebo PC			
	1	Nebo health extension worker			
4		Galema Union			
7		Bereti Chilalo PC			
4		Tulu Chiba PC			
	2	Farm service centre 2			
	2	Dosha and Nebo female case study participants			
44	11		36	32	

Annex 5: Detailed study outputs generated from the analysis

Land under cultivation, volume and value of barley delivered by year and unions.

Production years/ unions	Farm land			Delivered barley volume in quintal (100 kg)		Value of barley delivered in Ethiopian Birr	
	Allocated land (hectares)	Total farmers	% women	Total	% women's share	Total	% women's share
2013-14							
		1047	5.92%	6018.64	5.48%	4934302.56	5.48%
2014-15							
Galema	1235.6	1902	5.99%	16505.80	5.36%	16736893.98	5.39%
Hitosa	484.05	872	12.27%	8818.36	9.72%	8926640.50	9.70%
Liben	853	1152	5.47%	11442.65	9.01%	11659491.65	9.01%
Melka Awash	911	1491	6.37%	11500.10	5.55%	11274948.25	5.56%
Uta Wayu	465.5	642	7.17%	6721.84	4.87%	6802338.94	4.87%
Total	3949.15	6059	7.01%	54988.74	6.77%	55400313.31	6.78%
2015-16							
Galema	770.00	936	3.63%	13205.83	3.52%	13442591.48	3.52%
Hitosa	598.50	970	8.25%	9096.90	7.51%	9209,626.33	7.50%
Liben	616.50	1255	6.45%	5970.15	5.52%	6076,165.50	5.52%
Melka Awash	476.00	793	5.93%	3778.16	5.22%	3787257.88	5.28%
Uta Wayu	1191.75	1242	15.54%	15354.63	11.65%	15401679.76	11.69%
Total	3652.75	5196	8.37%	47405.67	7.31%	47917320.94	7.30%
2016-17							
Galema	920	1227	5.46%	20,955.13	4.31%	21229966.63	4.29%
Hitosa	599	945	11.85%	10,320.47	9.08%	10438227.80	9.06%
Liben	919.45	1761	3.58%	8109.51	2.50%	8151772.70	2.50%
Melka Awash	618.5	1018	7.27%	6360.93	5.44%	6400832.45	5.42%
Uta Wayu	1199	1495	12.98%	17973.52	9.01%	17485841.13	9.09%
Total	4255.95	6446	7.91%	63719.56	6.29%	63706640.70	6.27%
2017-18							
Galema	827	1264	Data not available				
Hitosa	610.5	992					
Liben	957.88	1580					
Melka Awash	773.5	1322					
Uta Wayu	144	175					
Total	3312.88	5333.00					

Notes

- ¹ The World Bank and ONE Campaign (2014) Levelling the field: improving opportunities for women farmers in Africa, <http://documents.worldbank.org/curated/en/579161468007198488/pdf/860390WP0WB00N0osure0date0March0180.pdf>
- ² Criteria have evolved over time, but key requirements are: PC membership; ownership of farm land suitable for malt barley; capacity and willingness to apply modern agricultural inputs and improved agricultural practices/techniques; credit worthiness (ability and willingness to repay loans/no former outstanding loan); and willingness to sell malt barley to Diageo.
- ³ Although in principle women have equal rights to land entitlement, in practice this is not the case. Long-established traditions and cultural norms tend to reserve land for men; women often lack the confidence or literacy to understand land certification or exercise their rights to access land; and community norms do not readily enable women to take these positions of leadership.
- ⁴ This is aimed at addressing the barriers which directly disadvantage women in MHH in particular. While women in FHH also face barriers to accessing contract farming, this is more commonly related to cultural norms and access to information rather than contracting practices themselves.
- ⁵ World Bank 2001; World Bank, IFAD and FAO 2009 as cited in FAO (2016) Developing gender sensitive value chains: A guiding framework, <http://www.fao.org/3/a-i6462e.pdf>
- ⁶ United Nations Human Development Index (2016) Human development reports: Gender inequality index, <http://hdr.undp.org/en/composite/GII>
- ⁷ USAID 2009 as cited in FAO (2016) Developing gender-sensitive value chains: A guiding framework, <http://www.fao.org/3/a-i6462e.pdf>
- ⁸ Food and Agriculture Organization of the United Nations (undated) The female face of farming – infographic, <http://www.fao.org/gender/resources/infographics/the-female-face-of-farming/en/>
- ⁹ Food and Agriculture Organization of the United Nations (2011) The State of Food and Agriculture. Women in Agriculture: Closing the Gender Gap for Development, p5, <http://www.fao.org/docrep/013/i2050e/i2050e.pdf>
- ¹⁰ McKinsey & Company, McKinsey Global Institute (2015) The power of parity: how advancing women's equality can add \$12 trillion to global growth, https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Employment%20and%20Growth/How%20advancing%20womens%20equality%20can%20add%2012%20trillion%20to%20global%20growth/MGI%20Power%20of%20parity_Full%20report_September%202015.ashx
- ¹¹ United States Agency for International Development – Ethiopia (2011) Feed the future: multi-year strategy, p44-45, <https://www.usaid.gov/sites/default/files/documents/1860/USAID%20FtF%20MYS%20Final%20Version.pdf>
- ¹² The World Bank and ONE Campaign (2014) Levelling the field: improving opportunities for women farmers in Africa, p9, <http://documents.worldbank.org/curated/en/579161468007198488/pdf/860390WP0WB00N0osure0date0March0180.pdf>
- ¹³ Lemlem, A., Puskur, R. and Bishop Sambrook, C. (2008) The role of gender in crop value chain in Ethiopia
- ¹⁴ Ibid.
- ¹⁵ Federal Democratic Republic of Ethiopia (FDRE) (2000) Revised Family Code
- ¹⁶ Holden, S. (2008) From being property of men to becoming equal owners? Early impacts of land registration and certification on women in Southern Ethiopia. UN HABITAT, Shelter Branch, Land Tenure and Property Administration Section, p59
- ¹⁷ Ethiopia Ministry of Women Affairs (MoWA) 2005, cited in Wabekbon Development Consultant PLC. (2006) Ethiopia: country gender profile. Prepared for JICA, p6
- ¹⁸ <https://tradingeconomics.com/ethiopia/barley-yield-kg-per-hectare-wb-data.html>
- ¹⁹ The Diageo strategy: <https://www.diageo.com/en/our-business/our-strategy/>
- ²⁰ S4G gender policy
- ²¹ The union is a representative body for PCs, with the PCs themselves being the union members, rather than individual farmers. The unions are cooperatives, and each union represents several PCs. Individual farmers become members of a PC, and their PC is a member of a union. Farmers cannot be part of a union unless they are a PC member.
- ²² This was confirmed through triangulation exercises which confirmed the individual responses regarding who signs contracts, as well as the qualitative survey.
- ²³ Broadcasting: scattering (seed) by hand or machine rather than placing in drills or rows.
- ²⁴ The term 'children' refers to those who are between the ages of 10-18. Unmarried people who are over 18 and living with their families are also considered as children. Child labour is a common problem in Ethiopia but the issue is beyond the scope of this study. However, it is worth noting that FGD participants repeatedly mentioned that they involve children only when they are out of school.
- ²⁵ For example, in 2003 the Ethiopian government introduced joint land titling to enable women to have equal access to land ownership with their husbands. Previously, household-level land registration excluded women from land ownership certification as it was usually registered exclusively in the name of male heads of household. Although this is supportive of women's increased economic empowerment, progress from this kind of policy change has been limited as women's ability to benefit from land rights depends on their awareness of their land rights, their ability to access their rights, and society's acceptance of those rights (the enabling environment).
- ²⁶ For example, policies to address the requirement for women to offer up collateral in order to be eligible for loans, and policies that address the unpaid care burden carried by women so that they have the time and capacity to access the necessary skills training and information and to increase their engagement in agricultural activity.
- ²⁷ Meal preparation for the labour sharing groups which were required to support with manual labour due to the higher workload before access to herbicide.
- ²⁸ Labour sharing systems which are often used during weeding and harvesting periods, when there is a need for extra labour.
- ²⁹ Land certificates exhibit the name and photograph of the husband on the front page and the names of his wife and children are inserted on the reverse of the certificate.
- ³⁰ Proportional piling is a simple method used to obtain data from respondents in percentages. It shows the relative values of the items being compared.
- ³¹ This statistic refers to girls and women aged 15-49. The prevalence is declining: for girls aged 0 to 14, it is 24%. https://data.unicef.org/wp-content/uploads/country_profiles/Ethiopia/FGMC_ETH.pdf
- ³² WHO (2005) as cited in Tsegaye, M. (2015) GBV in the rural setting of Arsi: causes and consequences analysis in Hetosa District
- ³³ This is aimed at addressing the barriers which directly disadvantage women in MHH in particular. While women in FHH also face barriers to accessing contract farming, this is more commonly related to cultural norms and access to information rather than contracting practices themselves.
- ³⁴ Federal Negarit Gazette of the Federal Democratic Republic of Ethiopia, 23 December 2016 http://fca.gov.et/webapp/php/documents/Tuesday%2017th%20of%20January%202017%2011_49_44%20AM%20Document_101.pdf
- ³⁵ *Kebele* is the lowest administrative structure, below the level of district. It often has an average of 300-500 households depending on the target areas and livelihoods.
- ³⁶ While 6% of respondents were in a polygamous union, 23% of Muslims were polygamous.



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