

# WOMEN IN BARLEY FARMING

A gender analysis of the Diageo barley value chain in Ethiopia

## EXECUTIVE SUMMARY



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## Acknowledgments

The gender analysis of the Diageo barley value chain in Oromia region, Ethiopia, was commissioned by Diageo and prepared by CARE International. The CARE team would like to thank Diageo, Hamen Consultancy, TechnoServe and all of the primary cooperative and union members, male and female farmers for providing the time, resources and insight which have been essential to enable this study.

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

# WOMEN IN BARLEY FARMING – EXECUTIVE SUMMARY

CARE International and Diageo have been working in a global partnership since 2016. Together we work to empower women and engage men to address the root causes of gender inequality throughout the Diageo value chain and beyond. To achieve this shared vision, we developed an in-depth gender analysis of Diageo’s barley value chain in Oromia region, Ethiopia, in late 2017. Together we analysed the barriers and opportunities for women’s empowerment.

## Background

Women in value chains face significant challenges including lack of gender 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 43% of agricultural labour yet own less than 20% of land.<sup>1</sup> The UN Food and Agriculture Organization estimates that productivity could increase by 20-30% if women were given the same access to training, finance and land as men.<sup>2</sup> 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 GDP by 2025.<sup>3</sup> Creating inclusive market systems therefore isn’t just about social justice; it’s also good for business.

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).<sup>4</sup> Evidence shows that women in Ethiopia contribute around 70% of labour for agricultural production.<sup>5</sup> 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 and limit their potential. On average, female Ethiopian farmers produce 23% less per hectare than their male counterparts.<sup>6</sup>

## The Diageo barley value chain

Diageo has a range of organisational policies that govern its business practices. 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 implemented since 2013 and 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.

Diageo sources malting barley through contract farming arrangements with male and female smallholder farmers from five unions and 34 primary cooperatives (PCs) in the Oromia region.<sup>7</sup> Integral to these arrangements are a number of support services provided to farmers to increase the productivity and sustainability of malting barley. Support services include: access to modern farm inputs (fertilisers, improved seed and chemicals); farmer training; extension and advisory services on various Good Agricultural Practices; and aggregation and transport to factory. The different support services are targeted at contract farmers who are members of PCs.

The number of contract farmers who benefited from Diageo malting barley sourcing grew six-fold from 1,047 farmers in 2013 to over 6,000 farmers in 2017. However, although women provide the majority of farm labour in Ethiopia,<sup>8</sup> only a limited number of women participated and benefited as contracted suppliers of Diageo malting barley in the core malt barley market system. Although female farmers contracted by Diageo have increased over the years, this is only by a small proportion (from 7% in 2014 to just under 8% in 2017).

Until 2013, Diageo directly contracted individual farmers. This meant that women in male-headed households were able to be co-signatories on contracts with Diageo. Women in female-headed households were able to hold direct contracts and were therefore participants in

## 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

decision making about, and direct beneficiaries of, their barley production. However, in 2014, Diageo's contracting structure changed, with contracts now being agreed with the unions and PCs, who then in turn directly contract individual farmers. Union and PC membership therefore became a prerequisite for supplying Diageo.

Traditionally, the membership of PCs 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. Only 13% of PC members contracted with Diageo are currently women. 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. These female farmers miss out on the associated information, decision-making capabilities and benefits to be gained from Diageo's sourcing programme.

The S4G programme sets specific criteria for farmers to participate in and benefit from the initiative. The criteria include PC membership, land ownership and credit worthiness.<sup>9</sup> These requirements largely prevent women from accessing the benefits of their barley production.

- Most women who are able to join PCs do not see the benefits of being a PC member and are reluctant to join the establishment due to lack of information and to cultural norms.
- Land is a prerequisite for PC membership, but many women, particularly married women in male-headed households, do not have ownership rights.<sup>10</sup>
- Even though, in relative terms, female-headed households have better access to land, only a few of them have joined PCs and also engage in contracted farming. This is partially due to the limited information that they receive regarding contracted farming, a fear

of debt, lack of support and follow-up, and a heavy workload both at home and in the field.

Even among the low number of female farmers who are PC members, few of these women participate in the S4G programme and almost all of those that do are female-headed households, divorcees or widows who have direct access to land, unlike women in male-headed households. As a result, following the change in Diageo's contracting structure, the overwhelming majority of women did not directly benefit from Diageo's sourcing and support programmes.

## Diageo policies and practices

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 also invested significantly in farmer development through an implementing partner, while 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 (the majority of them men) supplying Diageo, the barley value chain has brought positive changes in terms of increasing market access, offering better prices, providing training and technical advice, transport aggregation, and delivery to the factory. This

## WOMEN CONTRACTED WITH DIAGEO

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%
<b>Total</b>	<b>6</b>	<b>3107</b>	<b>415</b>	<b>13.3%</b>	<b>1132</b>	<b>99</b>	<b>8.7%</b>

Source: Field data from PC samples, October 2017

provides Diageo with a strong local barley supply and a high number of barley farmers have benefited; the majority, however, are male.

Yet, there is an opportunity to unlock further value for Diageo and its sourcing communities to the benefit of women farmers. Despite Diageo's policy commitment on social, ethical, and sustainable sourcing, along with its 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 in and benefit from the Diageo barley contracted supplier arrangement.
- The exclusion of women as signatories from union and PC contracted farming agreements results in limited participation and decision making of women in the value chain (particularly women in male-headed households).
- 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 male-headed households) 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 (GBV) 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 to implement gender-inclusive policies, legal requirements and strategies at community, PC and union levels restricts women's access to Diageo contract farming.

### Opportunities for cross-sector collaboration

Based on the above constraints, opportunities for action by Diageo and partners including CARE, TechnoServe, unions, PCs and the Ethiopian government have been identified across the following areas.

#### 1. Farming activity:

- contracting practices;
- training activities for farmers;
- increasing female farmers' access to inputs;
- building relationships with PCs;
- 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 leadership;
- changing the role of women within farming;
- changing the role of women within communities;
- community mobilisation for empowerment.

### Priorities to achieve positive impact

Within the opportunities for cross-sector action, a number of potential actions were identified. In order to achieve the greatest positive impact, it is recommended that Diageo and its partners focus on the following priorities (these are opportunities which would be applicable across multiple companies and sectors).

## 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.<sup>11</sup>
- 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.<sup>12</sup>
- 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.

## 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 capacity 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 skills 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)*



## Notes

<sup>1</sup> Food and Agriculture Organization of the United Nations (undated) The female face of farming – infographic, [www.fao.org/gender/resources/infographics/the-female-face-of-farming/en/](http://www.fao.org/gender/resources/infographics/the-female-face-of-farming/en/)

<sup>2</sup> Food and Agriculture Organization of the United Nations (2011) The state of food and agriculture. Women in agriculture: closing the gender gap for development, [www.fao.org/docrep/013/i2050e/i2050e.pdf](http://www.fao.org/docrep/013/i2050e/i2050e.pdf)

<sup>3</sup> McKinsey & Company, McKinsey Global Institute (2015) The power of parity: how advancing women's equality can add \$12 trillion to global growth, [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](http://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)

<sup>4</sup> United Nations Human Development Index (2016) Human development reports: gender inequality index, <http://hdr.undp.org/en/composite/GII>

<sup>5</sup> United States Agency For International Development – Ethiopia (2011) Feed the future: multi-year strategy, p44, [www.usaid.gov/sites/default/files/documents/1860/USAID%20FEF%20MYS%20Final%20Version.pdf](http://www.usaid.gov/sites/default/files/documents/1860/USAID%20FEF%20MYS%20Final%20Version.pdf)

<sup>6</sup> 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/860390WP0WB00Noosure0date0March0180.pdf>

<sup>7</sup> The current Diageo sourcing model entails that Diageo signs agreements with unions, after which the unions enter into agreements with PCs, who in turn contract individual farmers. PCs and unions have distinct roles in providing support services to farmers. Unions are held responsible for managing the relationship and for follow-up with Diageo, while PCs play pivotal roles in aggregation and promotion of market linkages for farmers. The PCs represent contract farmers and are key actors in the production and delivery of malt barley.

<sup>8</sup> See USAID – Ethiopia (2011), *ibid*.

<sup>9</sup> Criteria have evolved over time, but key requirements are: PC membership; ownership of farm land suitable for 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 barley to Diageo.

<sup>10</sup> 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.

<sup>11</sup> This is aimed at addressing the barriers which directly disadvantage women in male-headed households in particular. While women in female-headed households also face barriers to accessing contract farming, this is more commonly related to cultural norms and access to information rather than contracting practices themselves.

<sup>12</sup> 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](http://fca.gov.et/webapp/php/documents/Tuesday%2017th%20of%20January%202017%2011_49_44%20AM%20Document_101.pdf)



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