



AGRI PARTNERSHIPS

Bringing together business leaders, policy makers and farmers to collaboratively unlock growth in the agriculture sector and facilitate new opportunities for farming families in the Markham valley.

EDITION 5 AUGUST 2020

Land Access Guide review

Grow PNG received the first draft of the Land Access Guide in August and conducted two separate reviews. The reviews involved the Grow PNG team and the Land Access Working Group and were completed in the same month. The Guide would capture information about;

- Steps to organising customary groups such as Incorporated Land Groups and Cooperative Societies for land access
- Use of customary land for large-scale agribusinesses
- Mobilising small holder farmers working on individual customary lands
- Investor negotiation for agribusiness investment
- Agreement structures in land access
- Revenue Sharing and Conflict Resolution

It is anticipated that through this guide customary landowners could be in a position to properly organize themselves and enter into arrangements with investors in the agribusiness space to realize the agricultural potential of their land. The land access guide therefore seeks to provide advice, guidance and information on how to reach durable land agreements.

A literature review on land access in Papua New Guinea (PNG), especially in agriculture and the non-renewable resources sector was conducted to set the foundation for the development of the guide. This was complimented by a stakeholder consultation undertaken in Port Moresby and Lae through face- to-face as well as phone interviews.

The stakeholders consulted as part of data gathering were from the Governance sector (Government agencies), Farmer Groups, Agribusiness sector and development partners. Through the stakeholder consultations with the Morobe Provincial and District administration and the farmer groups, different land access models are found to be in operation in the Markham

Valley road corridor.

The use of customary land continues to be a challenge for the agribusiness sector. Agribusiness investors interested in acquiring a large area of customary land through lease arrangement may have to undertake background research into the area of interest. This is important for engagement with National, Provincial and District levels of Government and for preparation of feasibility studies and development plan.

Grow PNG's Working Group Coordinator, Ruthy Kusak said the draft guide indicates that the final Land Access Guide will be a very comprehensive document.

"The Land Access Guide will be a very useful tool for agribusinesses, new agri investors, government agencies, farmers, and anyone. It is an important work that came out from the first Land Access Working Group meeting that was held in February. We have done the first review. A second review will be done in September and we are hoping to have the final guide before the end of the year.

"I would also like to thank all the participants and our partners who made time to talk to us during the consultations. This guide is the outcome of all your contributions," Miss Kusak said.

The Land Access Guide is set to provide plenty of content for future land access work for Grow PNG Ltd.

The work on developing the Guide is the result of findings by the Land Access study that was commissioned by Grow PNG in December 2019.

The Markham Valley extends to over 50,000 hectares of land that has potential for a range of crops. The area is suitably located with a solid road and port access to local and international markets. Less than 10% of the Markham Valley road corridor is actively cropped. The Land access study identified that a leading cause of this underperformance is that land held by clans has not been put to productive use because of lack of resources to develop the land on their own.

One year on (May 2019 - May 2020) highlights

Established office in Lae

May 2019

First Learning and Networking Event held

August 2019

First Land Access Working Group meeting held

February 2020

Land Access Guide stakeholder consultations conducted

May 2020

“Our focus remains on improving the livelihoods of farmers by 20% in the Markham region, It is a tall order but a goal that must be achieved and will be achievable when we engage different levels of stakeholders - farmers, community, agribusinesses and government.”

Grow PNG celebrated its one-year anniversary in May 2020.

Over the past 12 months, we have achieved many successes – established our office, completed our governance requirements, and now have a full team in place.

By the end of 2019, we started several important tasks such as soil sampling in the Markham region and land access consultations.

Our intention for 2020 was to focus on stakeholder engagement, roll out vital and relevant learning events, and build our profile in the marketplace through communications efforts.

However, in these unprecedented times of COVID-19, we have had to review our strategy to adjust to the challenges presented to ensure we continue progressing in our work.

I am sure that all stakeholders, locally and globally, are grap-

pling with the new realities brought upon by the pandemic. We must evaluate the impact of COVID-19 on farming and understand the extent of disruptions put upon the supply chain. Stakeholders in the agriculture sector need to address priority issues such as food security and the sustainability of the country's food supply chain.

We see technology playing an important role during COVID-19 and this role will become more defined in the future.

“Our focus remains on improving the livelihoods of farmers by 20% in the Markham region. It is a tall order but a goal that must be achieved and will be achievable when we engage different levels of stakeholders – farmers, community, agribusinesses and government.

The Markham region plays an important role in shaping a national agenda on food security, industrial growth and agriculture-based employment generation.

Grow PNG is looking forward to establishing this agenda once we have the data on the Markham region and results from our land access initiative. In our view, these insights will help us evaluate the valley's potential contribution to agriculture growth in Papua New Guinea.



Pictures: Courtesy of Eileen Daniels, Markham rice farmer.

Any organisation is welcome to become a partner of Grow PNG and its Working Groups. Partners are expected to have an interest in the country and agriculture, a commitment to supporting smallholders and rural development and an openness to partner with other organisations in a pre-competitive space.

Census and agriculture development

National Population and Housing Census 2021 is important to agriculture and other major developments. The main goal of any development should be about improving people's livelihoods. The agriculture sector alone involves majority of the population in both urban and rural areas in farming, markets, suppliers of agriculture solutions etc.

Since the 2011 census, the agriculture sector has progressed amid many challenges such as poor roads, land access issues, lack of markets. The population at that census was 7,254,442 and today it is over 8million.

Household Activities 2011 Census

Agriculture

The 2011 census highlighted information about households engaged or not engaged in various types of agricultural activities. Growing food crops, vegetables and roots crops and rearing livestock were the main activities that 74% and 44% of households were engaged in.

For the households engaged in growing food crops, vegetables and root crops, 77% did so for their own consumption. Other agricultural activities such as betel nut (42%), coffee (40%) and coconut (35%) were also important to the households. More than 94% of households engaged in growing coffee or cocoa did so for cash.

Household agricultural activities in the urban and rural sector were similar but at different levels. Food crops, vegetables and root crops, and coconut were the main crops grown by 70% of urban households for their own consumption.

In the rural sector, 78% of households were engaged in growing food crops, vegetables and root crops for their own consumption. More than 97% of rural households were engaged in growing cocoa mainly for cash and 74% of households were engaged in fishing for own use.

By province, with the exception of NCD, the proportion of households engaged in growing food crops, vegetables and root crops varied from a low of 62% in West New Britain Province to a high of 87% in Hela province.

Table 6.1 Citizen households by type and purpose of agricultural activities and sector, PNG, 2011 Census

Type of activity	Total			Urban			Rural		
	Engaged	Cash	Own use	Engaged	Cash	Own use	Engaged	Cash	Own use
Total ACTIVITIES(**)	4,196,723	45.5	54.5	121,159	48.1	51.9	4,075,564	45.4	54.6
Cocoa	21.8	97.1	2.9	5.7	90.8	9.2	23.5	97.2	2.8
Coffee	39.6	94.8	5.2	5.5	87.5	12.5	43.1	94.8	5.2
Rubber	2.0	72.2	27.8	1.2	59.1	40.9	2.1	72.9	27.1
Oil Palm	2.8	74.6	25.4	1.6	83.8	36.2	2.9	75.2	24.8
Coconut	34.6	29.3	70.7	16.2	30.4	69.6	36.4	29.2	70.8
Betel Nut	41.5	45.3	54.7	19.6	54.1	45.9	43.7	44.9	55.1
Livestock	44.3	33.5	66.5	8.0	48.5	51.5	48.0	33.3	66.7
Poultry	24.6	39.4	60.6	7.7	60.5	39.5	26.3	38.7	61.3
Food, vegetables & root crops	73.9	22.6	77.4	23.3	30.4	69.6	79.0	22.4	77.6
Fishing	19.3	26.0	74.0	6.3	38.9	61.1	20.6	25.6	74.4
Other	13.0	54.3	45.7	5.4	56.3	43.7	13.8	54.2	45.8

Note: ** Households can have multiple activities

Income generating activities

Selling food crops and cooked food (62%) and selling betel nut and mustard (44%) were the common income generating activities for citizen households.

Selling meat at market or roadside was the third most common activity accounting for 28%. The pattern was similar in both urban and rural sector. More than 32% of urban households were

engaged in selling betel nut and mustard while 29% were engaged in selling food crops and cooked food.

In the rural sector, 66% of households were engaged in selling food crops and cooked food and 45% were engaged in selling betel nut and mustard.

Morobe's contribution to Agriculture

Morobe's population in 2011 was 123,754. With the largest population and also the largest province in land mass compared to other provinces, Morobe had the third lowest agriculture production per household at 69.7 %.

All the districts have huge agriculture potential. The Markham District with 62,495 population recorded in the 2011 census has the advantage to becoming the agriculture hub of the province because the district has a good highway connection that links directly to Nadzab airport and to the shipping port in Lae city.

Citizen households	Morobe Region			
	Morobe	Madang	ESP	WSP
Total households	123,754	83,238	84,800	42,011
Average household size (persons)	5.4	5.9	5.3	5.9
Home ownership (% of households)	92.1	94.2	94.0	94.5
Traditional dwellings (% of households)	72.4	86.2	87.5	87.0
Household engaged in growing food crops, vegetables and root crops (% of households)	69.7	75.4	77.2	74.1
Household engaged in growing betelnut (% of households)	33.0	75.9	80.8	73.8
Household engaged in selling food crops and cooked food (% of households)	55.6	57.4	55.5	52.3
Household engaged in selling betelnut/mustard (% of households)	55.0	70.5	61.5	53.9

Census 2021

The conduct of census is a universal practice undertaken by countries all over the world including PNG. Censuses are conducted in compliance with set standards and in accordance with the United Nations (UN) Principles and Recommendations for Population and Housing Censuses. PNG as a member to the UN conforms to these set standards and principles in the conduct of its censuses.

In many other countries including PNG where the cost of conducting a census is very high, censuses are conducted every 10 years. To date, PNG has conducted four (4) censuses - 1980, 1990, 2000 and 2011. The next census will be in July 2021.

Populations are constantly growing and changing and a census is conducted to show what the population is like now and how it has changed over time. The results from the census provide the basis for development planning. For example, the census will show the size and distribution of the population in each province, the ages of the people, how many children are attending school, how many people have jobs, etc.

"Our government under the Organic Law, needs up-to-date information to plan for development and proper allocation of resources for roads, bridges, aid posts, schools and other community needs. The census remains the major source of data for policy and development planning both at the national and sub-national levels," Census 2021 Director, Mrs Hajily Kele said.

References

<https://png-data.sprep.org/dataset/2011-census-report-economic>
<https://www.pngcensus2020.com/>

Adjusting to changes to move forward

The operating environment that we find ourselves in is changing and Grow PNG as a new entity to the Grow Asia Partnership has to also adapt to these changes.

Grow PNG's work is built around engaging with stakeholders regularly. When the program was designed one year ago, that engagement was expected to be in person.

In most cases, even though there may be some instances when meetings will become phone meetings, rather than face to face meetings, this mode of interaction with stakeholders is under challenge.

Covid 19 has brought about new impositions on face to face meetings. Social distancing and sanitation behaviours requires minimizing person to person contacts in a business environment. But work must continue, and interactions must be managed in such a way as to be compliant with the changes.

The stakeholders, particularly those at farmer and land-owner levels need to be aware of those changes, and what it means to them.

"We need to appreciate the gaps and seek to close it. An intervention need not be even about technology. It should be about workplace practices and the advantage of being part of

the adjustments to these new practices early.

"We need to just step back and talk about work adjustments that we must take. Ultimately, we perceive that encouraging and understanding of how business practices will evolve under a new normal is the first step in embracing new ways of doing things. This should translate into more interest and commitment to adopting new ways of doing things using internet-based conferencing technologies such as *zoom*, *webex* and *go to meeting*," Grow PNG Executive Director, Ivan Pomaleu said.

With the help of new digital ways of working, it is still possible to hold a meeting or workshop. Many workshops and meetings can be redesigned. It all starts with an entry point and a good way to begin is to focus on the potential and positive effects of connecting and collaborating in a digital environment.

Grow PNG's mandate is to build stakeholder partnerships in and around agriculture and to utilise agribusinesses development to address growth in agriculture and farmer livelihoods and welfare.

An important part of our work is to improve knowledge and information in agriculture, whether it is in technology, farming practices or business management.

Grow PNG Learning Event in September

Topic: Digital Awareness Workshop

The Digital Awareness Workshop is being organised to create awareness about the importance of adapting to changes to continue to stay engaged with customers and stakeholders.

The objective of the one-day workshop is to review the changing landscape, identify key challenges and build an appreciation with stakeholders about what adjustments are necessary in personal, society and business conduct.

Topics

The workshop would be discussing topics such as;

1. Key changes in the operating environment
2. Impact of covid 19 in typical work-place settings generally and specifically in agriculture
3. Technologies which are now on the market that address these emerging challenges such as zoom, webex meeting etc;
4. Implications of not adjusting to these changes
5. Advantages and disadvantages of Digital Events
6. Examples of digital networking practices in stakeholder consultations, market access and digital payment that benefited farmers.

Target Audience

Agriculture stakeholders such as farmers, agribusinesses,

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financial institutions, supply chain, ICT practitioners, online communicators, those who could benefit from future electronic changes in management practices and any individuals or organisations who are interested in determining what the future business practices under covid 19 would look like.

A representative from Grow Asia will also provide insight into the organisation's digital learning program.

Covid-19 Safety Protocol

Grow PNG is committed to hosting the Digital Awareness Workshop within the covid-19 health and safety measures. Participants will have access to hand sanitizers, face masks and practice social distancing.



Revenue Sharing in Agribusiness

The main goal of every business is to ensure its investment is able to generate revenue and Agri-businesses are no different.

Businesses that deal directly with people and especially land owners often face many challenges.

One of the key challenges that leads to disagreements and end of investment is Revenue Sharing (how revenue is shared based on some revenue sharing agreement).

Like any other business, an agribusiness must make revenue or profit from its investment so it can continue to operate and meet obligations set out in a revenue sharing agreement.

The Land Access Guide being developed by Grow PNG and currently going through a review process discusses Revenue Sharing that also looks at some structure and approaches on how revenue sharing agreements can be done.

Revenue sharing is defined as the distribution of the total amount of income generated by the sale of the produce, after expenses are deducted. It is therefore the profit that is shared by the parties or shareholders of a business.

Every business or investment involves revenue sharing among its shareholders. There are different approaches depending on the business type and the agreements that are in place. The selection of the revenue sharing approach may depend on the types of farming business (either large scale or small scale) and the arrangements and agreement between the parties.

In dealing with customary landowners this often provides a challenge especially when land owners do not put up any equity (finance/stock) in a project, but only lease their customary land to the agribusiness investor.

Customary land owners are often not well informed about some of the approaches of revenue sharing and what possibilities exist. There is also a limit to knowledge and information that are disseminated. It is important for customary landowners to understand that developing the land and converting that to an economic asset requires investment input such as finance.

Once the land is developed, the investor wants a return on the investment after paying off the expenses. This is the profit that is shared between the parties (land owners and investor/business).

Structure of Revenue Sharing

Farming is a business in which land, labour, and capital are combined through the application of management. Each of these factors are owned or contributed by different parties. The payment for each factor should be equal to their value as an input to production. That means the revenue sharing structure should involve the following:

- Investors
- Farmers/Labour
- Customary Land Owners
- Land-owning unit/Land Groups



The investors

The investors will always want quality and quantity of farm produce that suits the demand of its consumer. To ensure that the required quantity and quality are produced, the investor will provide farm input such as seeds, fertilizers, machineries and technologies for farming based on the required standard. The service fee for supplying the farm inputs will be deducted by the investors upon purchasing the farm produce based on the agreement between the parties. The purchasing amount goes to the farmers to compensate for the labour input.

Farmers / Labour

The farm inputs such as seeds, fertilizers and machines and technologies need labour force to fulfil their purpose so the farmers who provides the labour deserves a fee. The labour fee in large scale farming business comes as wages while in small scale it is the amount earned from selling the farm produce. It tends to be a common practice that the labourers on the farm are paid a minimum wage. The customary landowners and communities near such agribusiness establishments tend to be the ones providing labour. Where the agribusiness model is based on contract farming, then the return for labour is the amount per the contract for each supply of produce.

Customary Landowners

It is the customary landowners who agreed for their land to be used by the investor for farming based on a valid signed written agreement between the parties. They deserve rent to be paid to them by the investor for the lease of their land based on the lease agreement in place.

Land Owning Unit / Land Groups

A land-owning unit is the entity that owns the customary land that an agribusiness investor might be leasing. A rent is usually paid on the lease of the land, and depends on land size, and how the lease agreement is structured. There are a number of approaches for possible revenue sharing that can be worked out. A customary landowning group can negotiate a better option for revenue sharing based on the following approaches:

- Land Leasing
- Land Owner Company (LANCO)
- Smallholder farming
- Crop Share Lease
- Fixed-cash Lease



Empowering Women in Agriculture through Responsible Investing: Perspectives from Asia

Women in Agribusiness Asia (WOMAG) recently partnered with Grow Asia and the OECD Centre for Responsible Business Conduct in a webinar on “Responsible Agricultural Investing in Southeast Asia”. Webinar speakers discussed perspectives on due diligence and the responsibilities of investors in financing agriculture and forestry supply chains.

In this article, we aim to demonstrate the importance of applying a gender-lens across the finance pipeline. We address how responsible financing can impact women, particularly smallholders and explore how investments in women in agriculture are implemented in Asia, as well as the challenges that exist, and how to overcome them. We also provide a set of tools to support responsible investing and share how agribusiness professionals can engage on these topics in Southeast Asia with WOMAG.

What is Responsible Finance?

Responsible financing models, platforms and activities have skyrocketed in the last few years. Trends show that stocks with sound environmental and social targets may fare better than those without these targets, even in times of crisis. There are many definitions and “types” of responsible (or sustainable) investments, which vary among asset managers, impact investors, commercial lenders, and third-party auditors. At the basic level, a claim of responsible finance indicates that investments catalyze positive outcomes alongside financial returns. Responsible finance can also help investors reach their sustainable development goal (SDG) targets.

Investing in Women in Agriculture

In Southeast Asia, there is growing interest in one responsible financing approach that focuses on women’s economic empowerment, often called “gender-lens investing.” Gender-lens investments can include deploying capital to women-owned enterprises, women-led businesses, and companies which center women and girls as part of their business model (among others). Of course, a financial return is also expected.

There are many international and regional standards and resources available to guide gender-lens investment in agriculture, as it is broadly recognized as a critical lever for women’s empowerment and sustainable development. A few key documents are linked in the resources section at the end of this piece.

Women account for just over 40% of the agricultural labor force. Yet, women in forestry, agriculture and fisheries receive just 7% of agricultural investment. Women in the agriculture sector face significant barriers in accessing finance, especially in rural economies. These constraints vary across cultures and geographies, depending on entrenched gender norms, sex-based laws and regulations, and access to education. Women often spend more time managing their households, which limits the hours allotted to engage in financial endeavors. Further, banks may not view women as legitimate clients, assuming their primary responsibilities are in the domestic sphere and that they can rely on spouses or fathers for resources.

Women have fewer opportunities and legal protections than men for owning property, opening bank accounts, or earning higher incomes that can be used as collateral in financial transactions. In more extreme cases, women have trouble obtaining the identification documents necessary for accessing financial services in the first place. Illiteracy levels are highest among rural women, who historically achieve fewer years of education than men. In turn, women can struggle to understand what financial products and services exist and how they can navigate the system to access these opportunities. Responsible finance models can accelerate access to finance, credit, and financial literacy among women smallholders, while creating a larger pool of bankable clients and return on investment.

Cases from Asia

In Singapore, the Women’s Livelihood Bond (WLB) was arranged by the Impact Investment Exchange (IIX) in 2017. The bond is evaluated based on SDG-linked metrics, including Goal 5 (Gen-

Empowering Women in Agriculture through Responsible Investing: Perspectives from Asia

der Equality) Goal 8 (Decent Work and Economic Growth) and Goal 17 (Partnerships for the Goals). The WLB aims to empower 385,000 women in Cambodia, Vietnam and the Philippines through enhanced access to credit, market linkages, and affordable goods and services. With US\$8 million raised, the bond demonstrates interest among international investors for responsible gender-lens financing.

In China, fintech conglomerate CreditEase launched a public welfare program called YiNongDai to fight poverty and empower women. YiNongDai has reached 200,000 rural women farmers in Henan Province so far, matching with clients through local NGOs and cooperatives and using phone apps equipped with blockchain technology. Small loans of up to Rmb 20,000 help these women diversify crops, buy livestock, or develop businesses such as shops at interest rates of 2% to 10% depending on the context. Zhang Yanbin, chairwomen of the Nanmazhuang Ecological Agricultural Products Cooperative, says of the program: “Funding inspires left-behind women to do something positive. Previously they have children to take care of and cannot do anything else, especially between the [planting and harvesting] seasons...But when they have funding, they begin to think about doing something: they develop a start-up spirit.”

International NGO Mercy Corps created the “Building Resilience Through the Integration of Gender and Empowerment” (BRIGE) project in Indonesia’s West Nusa Tenggara Province aimed to drive inclusive microfinance. Mercy Corps connected Bank Perkreditan Rakyat (national rural bank) with women’s farming cooperatives. The bank developed flexible and gender-responsive administrative policies as well as group-based mobile services, and conducted bespoke training sessions around the benefits of savings and maintaining a strong financial history. After participating in the BRIGE project, one woman farmer said, “I now realize that saving money under the pillows must be replaced with saving money at the bank.”

Looking Ahead

Responsible finance is a key enabler to drive progress towards the SDGs and ensure gender equity, especially in agriculture, a sector that relies heavily on women’s labor and stands to make strong gains by fostering and harnessing an entrepreneurial spirit in women. And while investing in women farmers and agripreneurs is a core element of responsible finance, a gender-lens should be applied across the finance pipeline to include those who decide where capital is invested. At the end of 2019, the majority (65%) of venture capital firms globally did not have a single woman partner (although this is improving). Many organizations, including the OECD, Grow Asia and WOMAG are placing increasing importance upon building capacity among industry professionals, including women, to drive responsible finance.

Resources for Responsible Finance

The OECD-FAO Guidance for Responsible Agricultural Supply Chains provides a sector-specific guide for companies through a five-step framework for risk-based due diligence. This guidance



Picture: PNGWIA facebook page

calls for enterprises to: help eliminate discrimination against women; enhance their meaningful participation in decision-making and leadership roles; ensure their professional development; and facilitate their equal access and control over natural resources, inputs, tools, a financial services, training, markets and information.

The OECD Due Diligence Guidance for Responsible Business Conduct provides clarity on how companies and the financial sector can integrate gender-lens into their due diligence process. Investors can ask whether companies consider how actual and potential adverse impacts may differ for or be specific to women.

The ASEAN Guidelines on Promoting Responsible Investment in Food, Agriculture and Forestry (ASEAN RAI) encourage regional economic development, food and nutrition security, food safety and equitable benefits, as well as the sustainable use of natural resources. The ASEAN RAI calls for a gender-lens to promote and ensure workers’ rights, fair wages, land tenure rights, diverse leadership, and more.

This piece was originally posted on WOMAG’s Insights page. WOMAG is a women-run and volunteer-led association of professional women and men committed to creating an inclusive community of food and agribusiness professionals. Their mission is to foster the insights required to address the challenges facing the industry in Southeast Asia and build a pool of future leaders for our industry.

By Erin Sweeney (Grow Asia & WOMAG Committee Member) and Melanie Levine (WOMAG Committee Member)

FARMING



Featuring: Olam Farmer Information System

The Olam Farmer Information System (OFIS) was developed to work around the limited mobile phone coverage and internet capacity in rural areas to ensure there is continuous direct communication with local cocoa producers.

The OFIS works with smartphones and captures targeted farm-gate data such as farm size, location, economic, social and health information.

With the development of this revolutionary technology solution, Outspan PNG, a subsidiary of Olam International is empowering small holder cocoa farmers to improve quality of their produce to meet the requirements of the international market.

The system enables Outspan to better understand its farming communities, in order to invest appropriately and measure improvement. It allows easy access and information sorting for the user to get to know more about the farming communities supplying their ingredients.

In Morobe Province, Outspan has been working with cocoa farmers in the Markham District for over two years.

Outspan's goal in using OFIS in PNG is to establish data and develop personalised farm management plans for its chain of smallholder farmers, which will not only improve their livelihoods but also provide customers with real-time information and increased visibility and traceability.

The technology as well as Outspan being one of the largest Rainforest Alliance Certified cocoa exporters has put PNG cocoa on the world map.

Head of Olam's Cocoa Sustainability, Andrew Brooks said data insights from OFIS support the achievement of the company's sustainability ambition, Cocoa Compass.

"And allow us to measure and report progress to our customers via AtSource, Olam's digital sustainability platform. For example, social data collected on OFIS means we can more quickly identify children at risk of child labour and take action immediately.

Mr Brooks said OFIS is game-changing for three main reasons:

1. The ability to embrace more farmers in the financial system
2. The level of transparency in the supply chain that we can offer customers into their sustainability programmes and
3. The impact that OFIS can have on Olam's own sustainability initiatives.

"We can now harness the power of the data we collect in an entirely new way. Before, we could see crop yields changing but we didn't know exactly why. OFIS helps us to understand the big picture."

Reference

<https://www.olamgroup.com/sustainability/reimagine/olam-farmer-information-system.html>

Picture: Olam

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CONTACT

Ivan Pomaleu, OBE
Executive Director
Email: ivan@growpng.org
Phone: 472 0446
Mobile: 72027201

Grow PNG Communication & PR
info@growpng.org, Phone: 472 0448

ADDRESS

Grow PNG Ltd, PO Box 4424, Lae
Morobe Province, Level 1, Office 10
Nambawan Super Haus, 2nd Street, Top
Town, Lae

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