



Papua New Guinea Women In Coffee Association (PNGWICA) Strategic Plan 2021-2025

Supported by Australian and New Zealand through
the Pacific Horticultural and Agricultural Market Access Plus Program



Australian Government



NEW ZEALAND
FOREIGN AFFAIRS & TRADE
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**Pacific Horticultural &
Agricultural Market Access
Plus Program**

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FOREWORD



Papua New Guinea's coffee sector is well positioned to benefit from new market opportunities despite the challenges it faces. It also has the potential to increase production of higher quality commodity and specialty coffee that fetches premium prices in differentiated markets. PNG is already experiencing growth in differentiated markets and must continue to increase and expand this growth.

The Government of Papua New Guinea recognises a transformation in the agriculture sector, particularly coffee. Coffee directly supports over 450,000 households and possibly reaches up to three million Papua New Guineans – men, women, and children. There is a resurgence in the industry that needs to be supported and fostered for the sake of our people and our economy. This government pledges its support.

The government acknowledges efforts of the Coffee Industry Corporation (CIC) and its partners in the Australian and New Zealand Governments via the Pacific Horticultural and Agricultural Market Access Plus Program (PHAMA Plus) and the coffee component of the World Bank-funded Productive Partnerships in Agriculture Program (PPAP), in bringing industry stakeholders together to chart a way forward.

The government also acknowledges the efforts of CIC and its partners that have worked collaboratively to develop and increase the export of PNG specialty coffee. The 2018 PNG Coffee Market Study produced by PHAMA Plus identifies critical issues that inhibit the growth of the country's coffee industry. The document offers solutions and specific actions that need to be taken to initiate a turnaround from the current state of the industry.

I welcome the initiative of the PNG Women in Coffee Association (PNGWICA) and the support of PHAMA Plus to develop this strategic plan.

The PNG Women in Coffee Association via its strategic plan advocates a path towards sustainable, market-led production and differentiation. The role of women is gaining space and visibility as more women coffee farmers, businesswomen and women-owned agribusinesses are determined to contribute to a vibrant and inclusive national coffee industry.

The collaborative initiatives in the strategic plan will contribute to our industry escaping the low value bulk (commodity) market, working with all coffee stakeholders from cultivation through to export towards the common national goal of strengthening performance, profitability, and sustainability of the industry.

We need to revitalise the coffee industry in Papua New Guinea, by embarking on the necessary policy and regulatory changes to ensure we offer our people, particularly our most vulnerable and disadvantaged: our women coffee farmers and women owned agribusinesses.

I commend PNG WICA for taking the initiative and contributing to a positive future for the PNG coffee industry.

Honourable John Simon, MP
Minister for Agriculture and Livestock

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ABBREVIATIONS

ABBREVIATION	DESCRIPTION
ACIAR	Australian Centre for International Agricultural Research
AGM	Annual General Meeting
AMTDP	Agriculture Medium Term Development Plan
CIC	Coffee Industry Corporation Limited
CCBO	Coffee Community Based Organisations
CoA	Constitution of Association
DAL (or NDAL)	National Department of Agriculture and Livestock
DFAT	Australian Government Department of Foreign Affairs and Trade
DSP	Development Strategic Plan
EXCO	Executive Committee
GBB	Green Bean Bag
GESI	Gender Equality and Social Inclusion
GoPNG	Government of Papua New Guinea
IWCA	International Women in Coffee Alliance
IPA	Papua New Guinea Investment Promotion Authority
NGO	Non-Governmental Organisation
NADP	National Agricultural Development Plan
NARI	National Agriculture Research Institute
MSME	Micro to Small and Medium Enterprises
MFAT	New Zealand Government Ministry of Foreign Affairs and Trade
MTDP	Medium Term Development Plan
PHAMA Plus	Pacific Horticultural and Agricultural Market Access Plus program
PNG	Papua New Guinea
PNGSDP	Papua New Guinea Strategic Development Plan
PNGWICA	Papua New Guinea Women in Coffee Association
PIP	Public Investment Program
PPAP	Productive Partnerships in Agriculture Project
SME	Small and Medium Enterprises
SWOT	Strength, Weakness, Opportunity and Threat analysis

EXECUTIVE SUMMARY

More than half of the 400,000+ smallholder coffee farmers in Papua New Guinea are women. Women have incorporated coffee into their cropping systems for food security and income generation to support their children's education and living expenses. Although women play a significant role in the coffee sub-sector, their contribution is undervalued and poorly documented. The PNG Women in Coffee Association (PNGWICA) recognises that women's equal access and control of financial resources is critical for the achievement of gender equality and the empowerment of women. It is further necessary for equitable and sustainable national economic growth and development.

PNGWICA was formed in October 2012 at the inaugural Women in Coffee conference in Goroka, Eastern Highlands Province. Conference participants agreed to form an association to give a voice to women along the coffee value chain. The association became a registered entity with the PNG Investment Promotion Authority (IPA) in 2016.

Reliable reports and statistics from government agencies and coffee regulatory organisations reveal that PNG coffee production and export levels have declined over a long period of time. There are numerous reasons, including coffee pests, closure of major coffee plantations, lack of infrastructure and market access, insufficient knowledge or incentive to implement good agricultural practices, as well as other constraints that affect ease of running a business in PNG.

The National Department of Agriculture and Livestock (DAL) highlights the importance of making the agriculture sector more efficient and competitive through private sector development and growth, and increased agriculture export. Through the recently launched Agriculture Medium Term Development Plan (AMTDP) 2020-2022, the government has made a commitment to invest in coffee production and market access improvements targeting coffee small and medium enterprises. PNGWICA is a gender-based inclusive industry group which will support the government's key outcomes by contributing to the national economy and the improving of livelihoods of coffee actors in the value chain.

PNGWICA is a member-based organisation. The association is driven by its members, while at the same time members benefit from the programs aimed at building capacity to increase quality coffee production. To align with government and industry priorities, PNGWICA will collaborate and work in partnership with partners to build the capacity of its members, in the following thematic areas:

1. Productivity Improvement
2. Scaling and Sustainable Production
3. Marketing
4. Information, Technology and Communication Management (ITCM)
5. Regulatory, Legal and Policy Environment
6. Institutional Capacity Strengthening

In order to service its members, PNGWICA will work towards building its own capacity by strengthening its governance structure. This includes the addition of an Executive Committee to provide the overall strategic direction for PNGWICA, supported by sub committees and an advisory group to impart advice when needed. The secretariat will service the Committees and manage the administration, projects, and programs of PNGWICA. This governance structure responds to the needs of the members and the current challenges and opportunities faced by PNGWICA.

Funding PNGWICA will be key to ensuring that it will deliver quality programs and projects for its members. There are internal and external funding options available to PNGWICA; this is largely due to the relationships PNGWICA has maintained with domestic and international donors, including government funding programs. PNGWICA aspires to be a Chapter of the IWCA which will help raise its profile across various aspects of the coffee value chain and amongst peers in the coffee world.

PNGWICA will be a collaborative and inclusive platform that harnesses the economic potential of women and be the voice to address and eliminate the constraints and barriers to coffee production for its members across the value chain. This 5-year (2021 – 2025) Strategic Plan will set a vibrant and strategic focus for PNGWICA.

ACKNOWLEDGEMENTS

The Papua New Guinea Women in Coffee Association (PNGWICA) would like to thank the Honourable John Simon, MP, Minister for Agriculture and Livestock for the leadership and support in promoting women participation in the Coffee sector.

We extend our sincere gratitude to the Coffee Industry Cooperation (CIC) for recognising and supporting the active involvement of women in the different stages of the coffee industry value chain.

PNGWICA also acknowledges the Executive Committee, its members, and non-members for the collaborative effort in providing views in the consultations which contributed towards this strategic plan, including the participation of some PNGWICA members at the Goroka WICA workshop in 2020.

Finally, we thank the governments and peoples of Australia and New Zealand for supporting and facilitating the development of the strategy through the Pacific Horticultural and Agricultural Market Access Plus (PHAMA Plus) program.

PNG WICA

1. INTRODUCTION

PNGWICA needs a strategic plan to guide the organisation over the next five years. In 2018, the executives of PNGWICA agreed to develop a strategic plan which resulted in a partnership with the PHAMA Plus program. The strategic plan is the first level of organisational planning for PNGWICA. It includes identifying the necessary and sufficient programs to achieve the objectives of the association and to make a significant contribution to the PNG coffee industry.

This document is the Strategic Plan for the PNGWICA for the period 2021 – 2025. It explains the history of PNGWICA, the development context, the operating context, strategic direction, and how the strategic plan will be implemented. The results framework summarises the goal, purpose, and thematic objectives with their corresponding indicators of success. There will be a mid-term progress review in thirty months.

1.1. The Strategic Planning Framework

The strategic planning framework was based on the need to empower women coffee farmers, traders, processors, exporters, roasters and baristas to find support, promote and strengthen their participation in all aspects of the coffee industry. Additionally, it focuses on building women's capacity to increase and strengthen their activities and abilities, including personal well-being and the roles they play in the PNG coffee industry.

1.2. The Planning Process

The strategic planning was conducted through a reflective, iterative, and participatory action learning process. It included stakeholder consultations, desk reviews, one national consultation workshop, SWOT analysis and drafting a document for endorsement by stakeholders. The national consultation workshop was attended by PNGWICA executives, CIC officers, and selected members of PNGWICA.

The stakeholders defined a vision, mission, core values and results framework necessary to achieve the stated objectives. The results framework is comprised of organisational goals and purpose, thematic programs and their objectives, and the key indicators of success that will be used to assess achievements.



WICA Strategic Planning Workshop, Goroka, Eastern Highlands Province, 2020.

2. HISTORY OF THE PAPUA NEW GUINEA WOMEN IN COFFEE ASSOCIATION

Coffee was first introduced into PNG in the late eighteenth century. In PNG, men and women work together in their gardens, sharing almost all the labour and the contribution of knowledge and skills. Men usually undertake the heavier work of clearing, fencing, and preparing land for planting. Women remove debris, plant, maintain and harvest coffee.

An analysis of women in coffee by the PNG Coffee Research Institute¹ found that women were engaged in farm harvest and hand sorting – the manual work required to produce coffee. However, no women were involved in trading and exporting coffee. The coffee industry recognised the need to identify specifically what role women play in order to undertake women-inclusive planning. This provided the underlying justification to conduct an inaugural conference on **“Recognising the Role of Women in Coffee”** in October 2012.

The 2012 conference registered women participants who had ventured into owning and running coffee farms, trading coffee or advocating for sustainable coffee marketing arrangements. More women were incorporating socio-economic activities into coffee hubs. As keen observers of best practices, women shared stories of experimenting with best on-farm, post-harvest and handling practices. Women recognised that quality coffee can fetch a premium price for quality in high end markets, especially overseas. Women continued researching and exploring bean to cup (picking, pulping, fermenting, washing, drying, roasting and cupping) best practice techniques. Their combined experiences and observations during the five days of presentations to industry players and visits to model farms resulted in three significant forum outcomes.

Firstly, an agreement to form an association to give voice to the needs and aspirations of women along the coffee value chain. The association was to be managed by a secretariat that would sit outside the Coffee Industry Corporation (CIC) Limited. The secretariat would advocate for and coordinate the efforts of PNGWICA members. As an extraordinary item at the conference, in order to formalise a national association for Papua New Guinea women in coffee, interim executives were elected.

Secondly, an agreement was reached for PNGWICA members to focus on the sustainable and specialty high-end coffee markets, which trade at premiums compared to commodity market prices. There was tremendous interest amongst women participants to know their coffee profiles and influence how much they could earn from their quality coffees.

Thirdly, the reaffirmation of CICs role in the coffee industry and therefore the need for the CIC to support the establishment of PNGWICA. This included creation of a desk within CIC to be responsible for the affairs of women in coffee and allocation of an officer to fill that position.

CIC aided the drafting of a Constitution of Association (CoA), including the structure of PNGWICA that comprises a secretariat, to be filled by a volunteer executive officer, an advisory committee and executives, comprising interim president, vice president, treasurer and secretary. PNGWICA became a formally established entity in 2016 with IPA.

Between 2016 and 2020, PNGWICA and its members participated in national and regional policy dialogue and “cup of excellence events” both in PNG and in the United States of America. Coffee census and household surveys were conducted by five PNGWICA women coffee groups. One Eastern Highlands Province based PNGWICA groups have ongoing activities with CARE PNG. One group in Western Highlands Province has renovated three million coffee trees with the help of Nestle Australia. A significant event which PNGWICA participated in was the Asia Pacific Economic Cooperation (APEC) in 2018, where several PNGWICA women showcased their coffee products

1 CRI Household Survey

during the APEC meeting in Port Moresby. Sallyn Lomutopa, Founder and CEO of Ginipa Coffee, who is also a PNGWICA executive, was the winner of the Best Social Impact award.

PNGWICA continues to play a leading role in facilitating and coordinating engagement of members and partners in the various thematic areas. The need for PNGWICA remains as important today as when it was formed; however, there are still constraints:

- non-women-friendly legislative and regulatory environments
- no representation on the CIC Coffee Board
- cultural limitations and indifferences including access to land
- increasing lawlessness
- poor access to coffee infrastructure (milling and roasting facilities)
- poor road access
- high coffee freighting charges
- reduced access to poorly managed health facilities (non-availability of essential drugs)
- poor access to resources including credit and information
- poor farmhand support in coffee husbandry/maintenance and cherry picking
- poor access to related and relevant training in best coffee management practices
- insufficient cupper training for quality evaluation
- lack of roasting and barista training
- insufficient business and governance experience
- lack of information on certification, coffee pests and diseases.

In 2018, the executives of PNGWICA recognised the need for a strategic plan for the organisation and began preparation for its development. The strategic plan will guide the development and implementation of operational plans, programs and projects to achieve the outcomes and strategic priorities.



Women picking Red and Ripe Cherries.

3. THE DEVELOPMENT CONTEXT

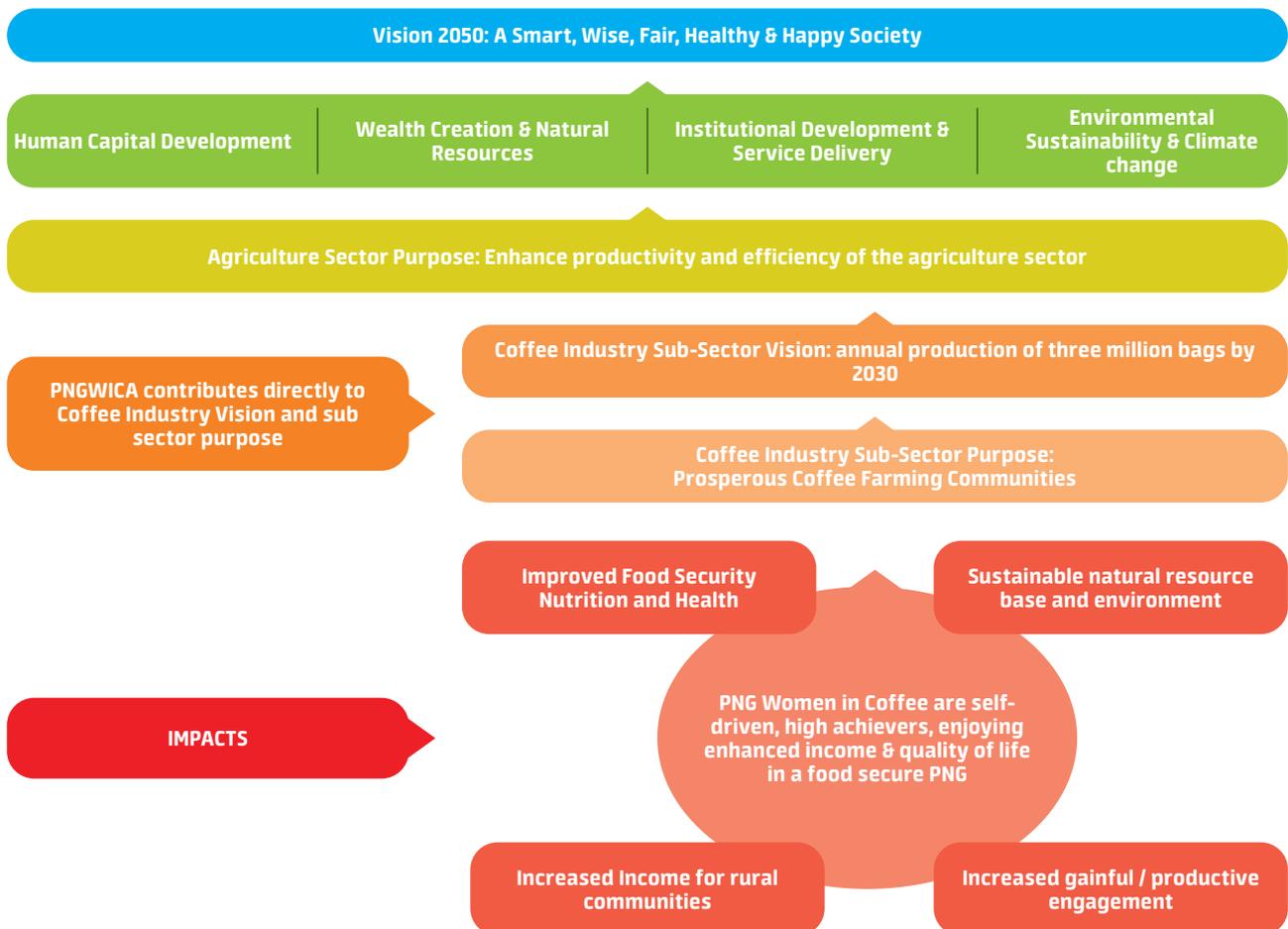
The PNGWICA Strategic Plan has been developed to give effect to and be consistent with the National Planning Framework and Planning and Monitoring Responsibility Act 2016. The Act requires public sector planning to be tied to PNG’s Constitution and Directive Principles.

The Constitution and the Directive Principles set the foundation for Vision 2050, PNG Development Strategic Plan 2010-2030 (PNGDSP) and the Five Year Medium Term Development Plans (MTDP). The recently launched Agriculture Medium Term Development Plan 2020-2022 (AMTDP) is cognation of the broader intentions of government. The AMTDP recognises:

- more than half the population are rural based and livelihoods spins around subsistence agriculture;
- the agriculture sector is the engine room for growth and remains the backbone of the economy;
- the sector presents opportunities for Papua New Guineans to prosper.

This is consistent with GoPNG’s Vision 2050 which visualises Papua New Guineans achieving an improved state of being (healthy, wealthy, and wise) by the year 2050. PNGWICA is about mobilising women coffee stakeholders into sustainable, vibrant, coffee growing and export entities. This is consistent with the desire of government to develop an export driven economy expressed in the Medium Term Development Strategy. This is further encapsulated in the PNG Development Strategic Plan (DSP) 2030.

The diagram below demonstrates how PNGWICA is a conduit through which rural women and others along the coffee value chain can better their lives and contribute to PNG’s economic growth.



4. THE OPERATING CONTEXT

The Papua New Guinean coffee industry is a major contributor to national revenue and provides employment for many rural Papua New Guineans. PNG has a population of approximately 8.5 million, and most people live in rural and remote areas with a subsistence way of life.

In 2018 there were 250 blocks with farm sizes ranging from 5 – 29 hectares, 65 plantations, 25 registered exporters, 12 roasters/manufacturers, 58 licensed dry factories, 33 wet factories and an estimated 6000 unregistered seasonal roadside buyers. In addition, it is estimated that currently there are about 60,000 micro, small to medium sized enterprises (MSME) in the coffee sub-sector².

Coffee is predominantly grown and produced in the highlands of PNG, until recently when it spread to the hinterlands of coastal provinces where farming conditions are favourable. However, the value chain actors in these new growth areas are faced with the challenge of operating in an environment that does not have systems and processes that are conducive for coffee businesses to thrive, such as access to markets and road infrastructure.

The involvement of women in the coffee value chain is gradually increasing with potential to drive the coffee industry into a thriving sector in agriculture. Women play an active role in PNG's agribusiness sector, as both entrepreneurs and employees.



Women employed by Kongo Coffee Exports hand sorting green coffee.

4.1. Coffee Market Opportunities

Over 34 countries directly import PNG coffee. From 2009 to 2018, the top five countries that imported PNG coffee in order of their market share (volume) were: Germany (40%), United States of America (21%), Australia (16%), Japan (7%) and Belgium (4%). These countries imported a total volume of 88% of PNG's coffee.

The top five countries that imported PNG coffee in order of value were USA (29%), Germany (28%), Australia (12%), Belgium (7%) and Italy (4%). These countries imported a total value of 80% of PNG coffee.

There is little reliable data available to show the level of domestic consumption of coffee. Much of the PNG population does not traditionally drink coffee, but if they do (mostly in urban areas) they consume soluble or instant coffee because of its affordable price point. There is no soluble coffee manufacturing plant in PNG and all of this coffee is imported, mostly from Nestle Australia, Indonesia, or Malaysian factories. This coffee is most likely to originate from Papua New Guinea or Brazil.

Anecdotal evidence does point to a growing (but still very small in terms of volume) consumption of roasted coffee in PNG – evidence of this can be seen mostly through the appearance of specialty cafés in Port Moresby, as well as the number of registered roasters with the CIC in 2020. There are approximately 15 companies engaged in roasting. Retail coffee in cafes is at a higher price point than soluble coffee and therefore only consumed by more affluent sections of society; roast and ground PNG coffee is available in local supermarkets at a lower price point, but still only affordable by a narrow section of society. While some women entrepreneurs are already engaged in green coffee exports and roasting of coffee for the local market, there are also opportunities for women to turn coffee pulp wastes into value-added by-products.

² CIC Strategic Business Plan 2020 – 2024

There are available markets; both local and overseas for coffee by-products such as coffee tea (cascara) and dried pulp for growing plants. While the coffee tea can be marketed both locally and overseas, the dried pulp can be packed and sold to women who are involved in Horticulture in big cities like Port Moresby and Lae to grow their plants. A Lot of women in PNG are already involved in the Horticulture business.

In addition, numerous constraints faced by the industry that are barriers to trade and limit coffee quality achievement. There is opportunity for PNGWICA to target the specialty coffee markets where its members can fetch premium margins for its coffee sales. The domestic market has potential as a natural starting point for value-adding coffee businesses.

PNGWICA's primary objective is to target the specialty coffee market from production to sales and marketing, based on the strategic directions and aspirations of PNGWICA. Therefore, production practices and techniques through to exports and marketing will have to adhere to quality and transparency requirements of specialty and differentiated coffee market both domestically and abroad.



Participation in trade show.

4.2. Women in the Coffee Sub-sector

Many still believe that the coffee workforce and supply chain is mainly made up of men. In fact, a significant part of the coffee sector consists of women. Today, the role of women in the PNG coffee industry, a traditionally male dominated sector, stands out. Coffee is the best alternative for the majority of women in rural areas where coffee can be produced to go into small sustainable businesses, where there are limited opportunities.

Although women play a significant role in the coffee sub-sector, their contribution is mostly undervalued and poorly documented. PNGWICA recognises that women's equal access to, and control over economic and financial resources, is critical for the achievement of gender equality and the empowerment of women, and for equitable and sustainable economic growth and development.

PNGWICA is keen to strengthen the capacity of women as key coffee industry stakeholders to address socio-economic constraints that limit smallholder coffee production in PNG, with a particular focus on promoting gender equity and women's empowerment as a means to improving smallholder productivity.

4.3. Challenges and Opportunities

PNGWICA is presented with many challenges as an organization to manage increasing membership, membership engagements, providing value for members and ensuring a functioning secretariat. These are summarised in the table below. Despite the challenges, there are enormous opportunities that PNGWICA can develop for its members.



Cup Training Session in Mt.Hagen, WHP.

CHALLENGES	OPPORTUNITIES
<p>Productivity</p> <ul style="list-style-type: none"> Lack of information on best practices in plant agronomy and soil health management Lack of training in best husbandry practices, the coffee management cycle and nursery development and management Lack of training on the identification and management of existing and emerging pests and diseases 	<p>Productivity</p> <ul style="list-style-type: none"> Availability of coffee industry extension officers and service providers Availability of coffee industry pest and disease management packages Availability of training on best practices from farm to market including plant agronomy, nursery development and management Availability of training opportunities and information on soil health management and pest and disease management
<p>Scaling and Sustainable Production</p> <ul style="list-style-type: none"> High cost of fertiliser input for small scale production units Lack of information on plant variety with less input, low management and reasonable high yielding planting material for small holder grower. Lack of capability to mobilise units at Coffee Community-Based Organisation levels 	<p>Scaling and Sustainable Production</p> <ul style="list-style-type: none"> Availability of industry-based, inventive induced produce input packages Availability of coffee industry clean seed bank of low management, early maturity and high yielding coffee seeds Enhance capability to mobilise small holder women coffee farmer at Coffee Community-Based Organisation levels
<p>Marketing</p> <ul style="list-style-type: none"> Lack of coffee processing and storage facilities Lack of access to coffee profiling services Lack of knowledge on post-harvest handling Lack of business skills Lack of access to coffee pricing information 	<p>Marketing</p> <ul style="list-style-type: none"> Availability of existing and potential new centralised coffee processing mill and roaster Availability of coffee profiling industry support Availability of training and knowledge on post-harvest handling Availability of training on coffee business skills Work with factories and CIC to disseminate coffee pricing information

CHALLENGES	OPPORTUNITIES
<ul style="list-style-type: none"> Lack of access to coffee branding support and coffee packaging accessories Lack of access to equitable resource sharing 	<ul style="list-style-type: none"> Work with partners to develop and build women coffee branding support, secure coffee packaging accessories and secure equitable resource sharing arrangements Collaborate with IWCA to learn and share information to enhance members coffee operations.
<p>Information, Technology and Communication Management</p> <ul style="list-style-type: none"> Lack of capability to record, store data and manage information and flow Lack of capability to produce reports, receive and disseminate information 	<p>Information, Technology and Communication Management</p> <ul style="list-style-type: none"> Collaborate with agriculture entities such as CIC and National Agriculture Research Institute (NARI) in rural areas to secure space and disseminate relevant information to farmers Work with coffee communities to improve coffee club houses to hold and management published materials
<p>Policy</p> <ul style="list-style-type: none"> Lack of representation at CIC Board Level. Lack of protection from coffee theft, land grabbing, losing coffee to in-laws Lack of access to coffee SMEs credit 	<p>Policy</p> <ul style="list-style-type: none"> Potential for CIC Limited to review its Constitution to allow board appointments for women in coffee representation on the CIC Board. Potential for the PNGWICA Secretariat to engage with CIC and government to legislate women friendly legislation that protects women, youth and widows' land related issues Policy to support coffee SMEs access credit
<p>Institutional</p> <ul style="list-style-type: none"> Lack of a clear governance structure Lack of capability at Secretariat level to effectively manage and coordinate the operations of the PNGWICA and report on same to stakeholders. PNGWICA Network of rural based Coffee Community Based Organisations (CCBP) does not have capacity to function effectively. Lack of structured support from CIC Lack of training on group formation and governance Remoteness of members Lack of programs to attract membership 	<p>Institutional</p> <ul style="list-style-type: none"> The need to establish a clear governance structure of PNGWICA Foundation members - Executive Officer, Executives and Provincial Coordinators are knowledgeable, skilful and have industry experience and are passionate about the livelihoods of women and coffee communities PNGWICA is recognised by the CIC Ltd as an active member of the industry. PNGWICA has built rapport and continues to maintain relationships with donor communities and Government of PNG Central and Line Agencies to improve the coffee business environment for all members in the value chain. PNGWICA is a registered entity that has the legitimacy to bid for Public Investment Project funding for projects and activities. PNGWICA network of rural based Coffee Community Based Organisations (CCBP) can help ensure sustainability. Develop Partnership Agreements with CIC.
<p>Cross Sectoral</p> <ul style="list-style-type: none"> Low numeracy and literacy levels Many women are victims of gender-based violence Excessive use of illegal substance in coffee communities Lack of planning and budgeting capability of PNGWICA members 	<p>Cross Sectoral</p> <ul style="list-style-type: none"> Collaborate with partners to train members in numeracy and literacy Collaborate with partners such as CARE PNG and Mercy Works to address issues of gender-based violence and use of illegal substances in coffee communities Collaborate with partners to train PNGWICA CCBO members on family level expenditure planning and budgeting

5. STRATEGIC DIRECTION

5.1. Value Proposition for Members and Investors

PNGWICA exists to advance PNG women and their important contribution to developing a prosperous PNG coffee industry. PNGWICA strives to ensure that PNG women who are involved in the coffee value chain live meaningful and sustainable lives. This can be achieved by empowering women and encouraging their participation in the coffee industry.

As a significant participant in the PNG coffee industry, PNGWICA is a membership based, coffee value chain network marketing system. PNGWICA advocates for & promotes “farm to market & bean to cup” concept, where best practice for quality is observed from plucking only the red cherries to making a good cup of coffee in homes, restaurants, cafes, and hotels. Despite the current challenges faced by the coffee industry, including low prices, low productivity, and a poor enabling environment, PNGWICA strives to provide solutions by empowering women in the coffee value chain with more visibility and recognition of their efforts. With an increasing membership, there is untapped potential for increased production and supply of high-quality coffee from PNG women.

An opportunity exists for PNGWICA to develop and grow the domestic coffee consumption market given its membership base, community connectivity and easier market entry and accessibility. As an organisation it could process, roast, and serve coffee directly to consumers in the domestic market. This is an attractive proposition given:

- There are fewer regulatory requirements compared to export and trading expertise
- That retail prices are relatively constant over the long term, there is less profitability risk compared to selling on the export market (for green bean) which is highly price volatile
- The cost base for purchase and sale is PNG Kina-based thereby avoiding foreign currency exchange risks
- Manageable income and improved cash flow compared to exports income where payment receipts may take months.



A WICA Women Coffee processor involved in marketing packets of roast and ground coffee products.

Annex 3 is the diagram showing the value proposition for the WICA members.

5.2. Aspiring to Deliver Value for Members

PNGWICA membership has seen an increase in women-owned agribusinesses venturing into downstream processing and value-adding activities in the coffee value chain. There are currently 6,680 members nationwide, with the potential of more than 50,000 women farmers and many others who share PNGWICA's values from 17 coffee producing provinces.

There is an opportunity for PNGWICA members to increase their involvement in the domestic market and look at value-adding to their existing businesses or expand into new areas rather than concentrate on the low value commodity market. The goal of PNGWICA is to target the specialty and differentiated coffee markets where its members can fetch premium margins for its coffee sales. An expanded domestic market allows women to venture into new value-adding areas such as coffee roasting, retailing, coffee shops/cafes, agritourism and other opportunities.

In order to serve the interests of its members and target its sustainable coffee markets, PNGWICA will provide the following benefits and add value to its members by:

- Being a voice and advocate for local PNG coffee production and consumption.
- Providing information and skills for members to increase and maintain production and supply of quality coffee.
- Providing information and skills for members to improve and sustain their livelihoods.
- Facilitating the sharing of information and skills on market access and domestic market development of the coffee value chain in PNG. This includes establishing a close working relationship with IWCA.
- Disseminating information on how to improve production and supply of quality coffee.
- Scheduling annual activities for members to participate in.
- Increasing awareness, knowledge, and skills of members to appreciate gender equality and social inclusion in promoting harmony among families and coffee communities.
- Communicating quarterly and annual updates to its members on what is being done and planned.
- Featuring outstanding members' coffee operations in domestic and international publications such as magazines/websites/blogs.
- Building the capacity of PNGWICA's provincial coordinators to support its members in the provinces.
- Planning and implementing mini coffee shows and cupping events for members to showcase their coffee.
- Providing opportunities for members to represent PNG in international coffee events.
- Conducting coffee youth boot camps in areas like Goilala, in Central Province and Bauka in Eastern Highlands Province, to attract more young women to consider coffee as a future profession.
- Building strategic partnerships with other players in the coffee industry to remove barriers and constraints and create an "ease of coffee business environment" conducive for all in the value chain to thrive.

PNGWICA financial membership will be open to all actors in the value chain. PNGWICA will work with partners to implement activities under six thematic areas to ensure members improve and maintain the production and supply of quality coffee that will increase and sustain income levels, impacting lives positively. In turn, PNGWICA is confident that improved living standards for our members will act as an incentive to increase the number of women in the coffee value chain leading to increased production and supply of quality coffee.

5.3. Our Values

The six core values of PNGWICA are inspired by our commitment to our members and the way we conduct ourselves in executing our activities, and that of our members to achieve our vision and aspirations.

TEAMWORK	We share our knowledge, skills and experiences, and respect each other's contribution in achieving the common goals of the association. We put the interest of the team above the interest of the individual.
ACCOUNTABILITY	We take full responsibility for our actions and results and through this, improve public confidence in the association.
COMPETENCE	We are committed to being assertive, skilled, and knowledgeable, aiming to always apply best practices.
INTEGRITY	We protect and enhance the association's reputation by demonstrating respect for others, fairness, honesty, display of moral values, and by upholding good governance.
TRANSPARENCY	We will make decisions based on sound policies and processes that are clearly communicated and understood by our stakeholders.
EXCELLENCE	We will strive to perform over and beyond the status quo. We are committed to meeting the industry standards but also setting benchmarks through our activities.

VISION:

PNG women who are involved in the coffee value chain live meaningful and sustainable lives.

The vision aims to:

- Improve the lives of women and families in the coffee industry. Understanding that coffee production supports livelihoods for families, we believe that coffee farming promotes positive development outcomes for women, families, and coffee communities.
- Incorporate gender and social inclusion outcomes into all programs and projects of PNGWICA to ensure all activities are all encompassing for members
- Align our direction with Vision 2050, Development Strategic Plan (DSP) 2010 -2030, Medium Term Development Plan 2018 - 2022, Agriculture Medium Term Development 2020-2022 and the National Coffee Development Roadmap 2020-2030.
- Become a Country Chapter of the International Women in Coffee Alliance (IWCA) to help promote PNGWICA's interests at the international level
- Help restore the struggling coffee industry by promoting the participation of women in the value chain and advancing women's involvement in the coffee industry.

MISSION:

To empower women in coffee communities in PNG to achieve meaningful, sustainable lives and encourage and recognise women's participation in all segments of the coffee industry.

There are two core processes that support the mission:

1. The process that PNGWICA will employ to mobilise individual membership and group membership through Coffee Community-Based Organisations. Through participatory approaches, develop farm-to-market-to-cup programs and activities to empower members to engage in the sustainable production of quality coffee.
2. The process PNGWICA will employ to ensure good governance and best practice is observed. Effective institutional arrangements are critical to better coordinate membership engagement through the various activities that promote sustainable livelihoods through sustainable coffee production.

GOAL:

Improved livelihoods and socio-economic status of rural women who depend on coffee, and empowered women coffee farmers and entrepreneurs along the coffee value chain.

5.4. Thematic Program Areas and Objectives

PNGWICA's organisational vision, mission, goal and purpose will be achieved through six thematic program areas and their corresponding objectives and strategies.

Thematic Program Area 1: Productivity Improvement	
Objective	Enhanced and sustainable productivity of women coffee farmers along the coffee value chain.
Indicators	Reduced coffee production costs, and a resilient coffee production system in place.
Strategies	<p>PNGWICA currently has 32 active farmer groups with over 6,000 farmers. PNGWICA registered a combined coffee tree stock of 657,733 covering 247 hectares with potential production volume of 371 tonne of green bean or 6,122,60kg Green Bean Bag (GBB). Selling to regular markets, women farmers can potentially earn up to about PGK 1.2 million in any one season. (Coffee stock validation exercise remains to be undertaken). PNGWICA is focused on exporting to high end markets. Hence women's contribution to mainstream markets may decrease proportionately over time; however, income to women for the same volume of coffees can potentially increase exponentially.</p> <p>Production along the value chain can be enhanced and sustained through support given to adequately resource PNGWICA, programs and value chain actors who are competent and are continuously learning.</p> <p>PNGWICA will optimise resources by utilising CIC extension services to mobilise and build the capacity of youth in coffee for deployment to coffee farms and brokering strategic partnerships. Furthermore, it will sustainably use available resources to adopt and use proven technologies and information made available through the CIC and other partners.</p>

Thematic Program Area 2: Scaling and Sustainable Production	
Objectives	Optimal and sustainable production of coffee by women coffee farmers.
Indicator	Economics of scale. Women achieve more with less.
Strategies	<p>CIC has set a target export of three million GBB per year by 2030. PNGWICA networks have the potential to contribute up to 6,000 bags with existing tree stock. The challenge to PNGWICA would be to not only increase production but to do it in a more effective and sustainable manner.</p> <p>The ability of PNGWICA to optimise and sustainably produce coffee will depend on how it facilitates and collaborates with CIC provincial farmer training and extension coordinators (PFTEC). It will also depend on the ability of PNGWICA to create efficient production units through formation of cooperatives to produce and sell coffees through PNGWICA marketing network.</p> <p>PNGWICA will mobilise CCBOs as sustainable production supply units in collaboration with CIC and provincial agriculture officers to attain economies of scale by applying proven innovations in technology and approaches. In addition, it will develop partnership agreements with milling and processing companies within the vicinity of PNGWICA CCBOs to share processing costs and raise awareness among the associates about the need to strengthen and promote an increase in activities related to coffee and explore new processes.</p>

Thematic Program Area 3: Marketing

Objective	Increased market share for women in coffee and value adding and diversification.
Indicator	Increased volume of export quality coffee by women. Improved proportion of export quality coffee. Increased volume of certified coffees into high end markets. Increased export of roasted gourmet coffees. Increased domestic use of roasted coffees.

Strategies The level of income for women coffee farmers and other actors along the coffee value chain will depend on an increased volume of quality coffee exported to high end coffee markets (specialty markets), value addition and product diversification efforts.

Mainstream quality makes up the bulk of the global trade in coffee. PNG supplies 0.5% of the total global coffee supply³. Relative to others PNG has had very small market share for more than 30 organic washed quality coffees. PNG smallholder coffee is largely organic- PNGWICA is promoting quality organic coffees of origin. For quality coffees PNGWICA undertakes a combination of botanical variety, topographical conditions, weather conditions and care taken during growing, harvesting, storage, export preparation and transport⁴.

Through PNGWICA networks, the group has already exported “smaller lots” (less than export unit of a container) of green bean to the USA since 2014. PNGWICA will continue to consolidate strengths of affiliated group members as well as improving and empowering others in the network. Our combined strengths can be harnessed in production of quality coffees to post-harvest and handling, marketing including coffee profiling, price negotiations, roasting and cupping, policy advocacy and awareness and promotion. These will contribute to bringing in export revenue through the sales of green bean as well as locally roasted gourmet coffee to overseas market, thereby increasing the country’s revenue base and improve PNG’s overall economic situation.

Notwithstanding, widening revenue generating base for PNG Women in Coffee small to medium enterprises (SMEs) to provide PNG coffee drinking market with affordable quality roast and ground gourmet coffee. PNGWICA is keen for Papua New Guineans and our visitors to access and enjoy PNG coffee, rich in culture and aroma; inter alia, a desire of PNGWICA to develop Tourism on the back of Coffee. Establish a PNG Chapter of the International Women in Coffee Alliance (IWCA).

PNGWICA will mobilise grower groups at the CCBO level. Growers will continue to use existing coffee club houses and facilitate construction of new ones to mobilise, store quality coffees and undertake coffee profiling to facilitate group marketing and coffee cupping and auctioning at organised cupping events. PNGWICA will also organise quality coffees for roasters to purchase and roast for soluble local markets (PNGWICA member-owned and run cafes) and for export as gourmet coffees. And advocate for coffee of origin to secure a market space in coffee tourism.

Thematic program Area 4: Information, Technology and Communication Management

Objectives	<ul style="list-style-type: none">i. Develop technology driven system and process for market, information collection, analyses and disseminationii. Effective communication, utilisation of information and continuous learning
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3 CIC Reports

4 Coffee Export Guide 'Futures Market

Indicators	<ul style="list-style-type: none"> i. Increased awareness of relevant and topical issues. Informed decision making. Increased adoption of technologies. Enhanced competencies. Enhanced innovations. ii. Increased branded coffee products via on-line marketing.
Strategies	<p>Provision of information and knowledge products and services to enhance decision making at all levels along coffee value chain. Raise awareness among the members about the need to strengthen and promote an increase in activities related to coffee and explore new processes. Provide information on gender related issues to increase awareness on recognising hindrances to women's empowerment and equal participation and identifying interventions to combat conflicts arising from gender related issues.</p> <p>PNGWICA will ensure all partnerships feature sharing of relevant production to market information and any other cross cutting information. All work produced under partnerships to share hard and electronic copies with PNGWICA. Intellectual property right issues and opportunities will be discussed thoroughly, and a way forward mutually agreed to. PNGWICA will solicit information from CIC and others and disseminate in the context of training to member CCBOs in a timely fashion, to ensure correct use of information. It will also work to secure funding and human resources to establish a database of members, coverage, farmer and coffee data and share these with members, industry stakeholders, government, donors and financiers.</p>

Thematic program area 5: Regulatory, Legal and Policy Environment

Objective	Influence regulations, laws, and policy to create a supportive enabling environment.
Indicator	Active member of policy forums. Number and type of engagement and issues registered with relevant authorities and addressed. Active participation in local and international fora.
Strategies	<p>PNGWICA is a gender-oriented coffee value chain network-based organisation, whose interests span the coffee value chain. PNGWICA therefore is well placed to implement government policies and industry rules and regulations and provide feedback on efficacy and friendliness or otherwise of these instrumentalities as these relate to women. Understanding and giving correct interpretation to regulations, laws and policy is vital to developing a performance based, sound organisation. Further, PNGWICA as a public institution has contributed to policy formation processes and hence has a role to play in this sphere.</p> <p>PNGWICA will research and advocate for informed policy formulation and regulations and for legal oversight in areas as and where it relates to protection of women and their participation. Involve members and position them in national coffee policy forums. Advocate for government protection of the coffee industry through registration of small-holder farmers. Registration of coffee blocks and plantations. Advocate for policy-based grower incentives.</p>

Thematic Program Area 6: Institutional Capacity Strengthening

Objective	Establish and enhance the capacity of PNGWICA at the secretariat level and that of CCBOs along coffee value chain.
Indicator	Physically functioning PNGWICA office. Good governance and leadership. Responsiveness to stakeholder needs. Performance-based culture. Resource allocation aligned to organisational objectives. Systems and processes aligned to organisational objectives.

Strategies

PNGWICA has the potential to contribute immensely to the PNG coffee industry. Although there are challenges faced by all actors in the value chain, it has the prospect of taking advantage of the opportunities that are available for it to thrive. Establish a PNG Chapter of IWCA.

PNGWICA will set up a secretariat, develop programs and projects and put in place governance and administrative mechanisms. This strategic plan is the first step to setting and strengthening the PNGWICA secretariat. The secretariat will have more capacity to assist CCBOs, manage external stakeholders, facilitate action research and organisational learning, and capacity for brokering strategies with multi-sectoral and multi-stakeholder partnerships.

5.5. Overall Outcomes

By the end of 2025, PNGWICA will:

- Make progress with eliminating existing barriers in the production and supply of quality coffee;
- Progress removal of barriers to women's economic empowerment, equal benefits, and participation;
- Increase our membership base with effective mechanisms in place to manage membership engagements and activities;
- Increase the level of awareness on gender issues and social inclusion in families and coffee communities;
- Increase women's voice and fair participation in decision making and leadership roles in the coffee industry;
- Establish partnerships with a range of donors, sponsors, implementation partners and stakeholders;
- Establish a PNG Chapter of the International Women in Coffee Alliance;
- Employ strong governance and management systems;
- Maintain a strong financial position with recurrent funding for core operations and programs; and,
- Be recognised as a voice representing members in the value chain on coffee issues in PNG.



Coffee pruning demonstration with Mt. Mul Farmers, WHP.



Showcasing Women Coffee at the National Coffee Symposium 2019.

6. IMPLEMENTATION

When PNGWICA was launched in 2012, an interim executive committee comprising of a president, vice president, secretary and treasurer were elected. A secretariat was established and has been serviced voluntarily by an executive office. PNGWICA has functioned this way since then.

However, the core objectives, needs and aspirations of the PNGWICA have not been achieved so far. PNGWICA therefore requires a structure and strategic plan to provide the strategic direction for the next five years.

The governance structure will depict membership, financial delegation, reporting and decision-making relationships between the executive committee, the secretariat and its members.

6.1. Secretariat

The Executive Officer of the PNGWICA Secretariat will be responsible for managing the implementation of this strategic plan with oversight from the PNGWICA Executive Committee .

As a network based organisation, implementation of the strategic plan will be coordinated with and through member groups, otherwise known as coffee community based organisations, and members who are coffee entrepreneurs and agribusinesses along the coffee value chain. Farm to market projects and activities will be identified and developed through participatory learning and needs assessment processes under each thematic program areas. This process will also identify and facilitate productive collaborations, teamwork, and action learning within PNGWICA as a network organisation.

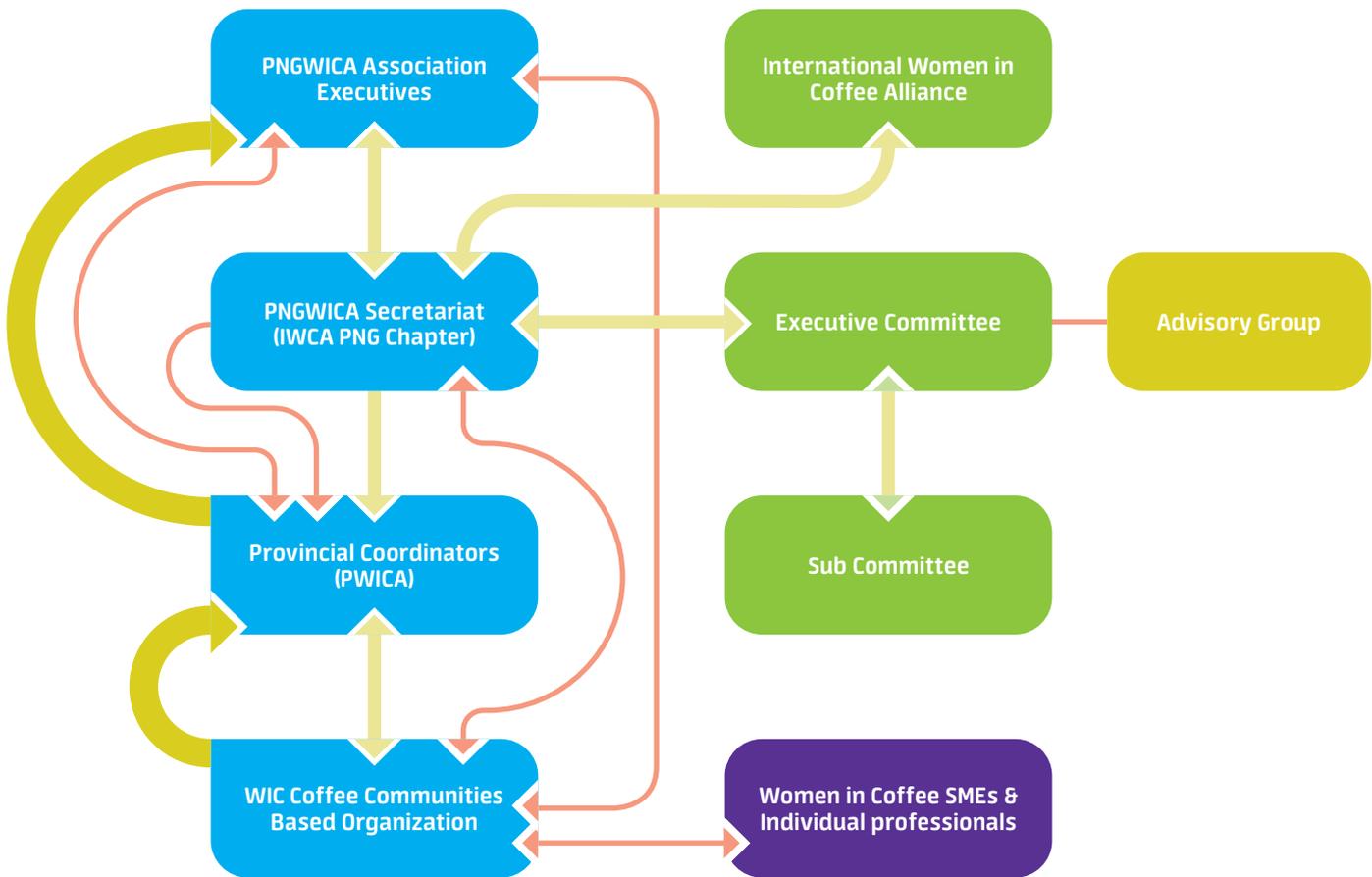
The secretariat will be equipped with highly qualified staff to deliver quality outcomes for its stakeholders. The secretariat will employ a human resource, finance and administration officer who will be responsible for overall administration, including recruitment of essential staff. This position oversees the finance and administration functions of the secretariat, including development of processes and systems and other compliance requirements by law. A program and project officer will be responsible for working with CCBOs and developing activities.

Sub-committees will each comprise at least five financial members appointed at the AGM. These committees will address a range of core needs including membership and member services, revenue, information management, and partnerships. Each of the sub-committees will be chaired by a member of the executive committee.

The secretariat, sub-committees, and programs will be formed and developed progressively as PNGWICA achieves progress with its plans and attracts increasing resources and participation from members and other partner organisations. Early success will depend on increasing the number of people and organisations in membership subscription.

6.2. Governance Structures

PNGWICA has in its constitution, the process and procedures for the governance and operations of the secretariat. The constitution sets out the parameters in which changes to the organization structure and related organization needs can be made. Aspects of the constitution will be improved to give effect to the implementation of the strategic plan. In the area of governance, the constitution will insert an improvement to include an executive committee and improve the provision for advisory group.



Key

- Thicker arrows depict working relationships
- Fine red lines depict communications
- Yellow thick arrow shows association election process for a national executive, per the constitution
- Coffee SMEs are coffee businesses along the value chain who are and ought to be members of a CCBO

Interested individuals and professionals are encouraged to become members of CCBOs in-order to qualify to represent at executive levels or participate as a pool of skilled resource persons.

6.3. Partnerships and Relationships

Partnerships are key to the implementation of our programs and the overall running of the organisation. As shown throughout this strategic plan, PNGWICA will forge partnerships with individuals and organisations that have a passion for our vision and mission and share our values.

Our partnerships will be strategic and based on mutual relationships with other like-minded individuals and organisations.



WICA Representative signing the Partnership Agreement with PHAMA Plus to develop the five year Strategic Plan.

6.4. PNG Chapter of International Women in Coffee Alliance

The idea of establishing a PNG Chapter of IWCA has been an ongoing discussion among the executives. The creation of the strategic plan is the first step to facilitate PNGWICA's organisational development in order to meet the IWCA requirements for the creation of the PNG Chapter. It is envisaged that the IWCA PNG chapter will become a reality during the implementation of this strategic plan.

6.5. Funding Strategies

Implementation of this plan will need adequate funding. The funding requirement will be determined after the formulation of the thematic programs and their respective projects. This second level of planning will also produce the PNGWICA Business Plan. Resource mobilisation will be through government funding from development budget or the Public Investment Program (PIP), membership subscriptions, partner contributions, CIC contributions and other PNGWICA fundraising initiatives. These funding approaches require partnerships at many levels to trigger people-level impact.

PNGWICA has been operating as a volunteer-based organisation and does not have budget support from any particular source. However, PNGWICA has been sourcing support from friends, international foundations and one-off CIC and donor support. The PNGWICA Secretariat promotes group activities via concept notes and proposals and connects interested parties directly to members' projects. Financiers implement with nominated members at the community level. At the corporate level PNGWICA currently misses out on opportunities for corporate learning, monitoring, compiling stories and lessons learned.

PNGWICA aims to be in a strong financial position by the end of 2025, with sufficient funding to cover operations and program activities identified in this strategic plan. To achieve this; PNGWICA will strive to develop strong partnerships with donors, partners, members, and stakeholders.

We are determined to expand our funding base during the course of this strategic plan. Our funding will be acquired from the following internal and external sources.

INTERNAL POTENTIAL SOURCES OF FUNDING	EXTERNAL POTENTIAL SOURCES OF FUNDING
Membership subscriptions	PNG Government - PIP funding for: <ul style="list-style-type: none"> • PNGWICA labour mobility, • PNGWICA institutional empowerment program, • PNGWICA sustainable coffee marketing network system including coffee profiling
Membership skills bank - PNGWICA receives 20% commission from members who offer their skills to an external client for a fee	Corporate sponsorships and partnerships. e.g. PNG Tourism Board for coffee tourism
Sale of merchandise	International donors and community foundations
Coffee tourism projects to generate fees and support membership drive	Manage development partner's coffee projects and programs, with a fee charged for project management
Agreement between farmer and buyer for 5t/kg fee	
Fundraising events: roadshows, gala nights, corporate dinners, coffee shows which includes cupping, a strategic plan launch dinner	

Membership subscription:

The internal sources of income will be generated by the secretariat and financial members through the membership subscriptions and membership skills bank.

Membership skills bank:

A database of members' skills sets will be developed by the secretariat. Members with specialised skills will be engaged by external organisations for a fee. Any member engaged under this arrangement will pay 20% of their engagement fee to PNGWICA as a commission.

Coffee tourism:

PNGWICA will be involved in coffee tourism, a tourism concept that gives domestic and international coffee enthusiasts and tourists authentic coffee experiences. The visitors will be able to visit coffee farms and communities to have a hands-on experience of farming and producing coffee. The activities will include coffee made over the fire. Members are encouraged to build coffee club cultural centres for the ultimate coffee and culture experience.

Fundraising:

A good number of members have established business relationships with buyers. Members develop an agreement for the buyer to retain or set aside 5t per kilogram of coffee in earnings to the members account, until such time the member requests the funds to be released and a portion is paid to PNGWICA, at the discretion of the member. Other sources of fundraising will be sourced from events; road shows, gala nights, corporate dinners, and coffee shows which include cupping.

External funding:

External fundraising will be sourced from government, corporate and international donor funding programs.

PNGWICA Youth Mobility Program:

Depending on farm size, farm work can be labour intensive. Labour shortage is critical for PNGWICA during coffee husbandry (maintenance and picking seasons). During the pre-independence period in PNG, labour was mobilised from one region of PNG to another to provide labour for plantations. With the demise of plantations and more people moving from rural areas into towns and cities, the rural agriculture sector is being deprived of labour force.

In order to increase the participation of women in the coffee industry, young women need to be up skilled, encouraged and motivated to participate in the industry. PNGWICA will partner with education institutions such as the Australia - Pacific Technical Coalition (APTC) and provincial and or district administrations to coordinate young women from coffee growing provinces to take up Certificate II in Agriculture.

PNGWICA will coordinate on the job training for these young women in the Youth Mobility Program. A percentage of the project management fee will be charged to the provincial and or district administrations to manage this on their behalf.

Donor partnerships:

PNGWICA through the Lower Ungai Development Foundation (Ginipa Coffee) worked with Care International under its Coffee Industry Support Project. There is potential for PNGWICA to develop partnerships with other international partners to improve the aims and goals of its members, especially in the sustainable coffee market areas.

There are other opportunities for PNGWICA to be engaged by development partners to manage coffee programs for farmers and members with a 10% project management fee earned from managing these projects and or programs.

6.6. Framework for Monitoring and Communicating Progress

PNGWICA will place priority on increasing the number of financial members and providing services that are valued by its members.

PNG WICA understands the importance of accurate monitoring and communicating of results to help ensure stakeholder confidence. PNGWICA will focus on quality monitoring of activities to encourage timely decision making, ensure project and program accountability and provide a robust foundation for evaluation and learning.

PNGWICA will develop a set of performance indicators based on the generic indicators of success identified for the goal, purpose and thematic objectives using the high-level results framework shown in Annex One. This will require baseline studies and trend analysis to formulate quantitative, qualitative and time bound performance indicators to monitor progress towards the achievement of thematic objectives and eventually assess people-level impact.

The performance indicators will be used to design an impact assessment framework for the goal and a monitoring and evaluation framework for tracking the indicators and delivery of thematic strategies necessary to achieve the goal.

Communication of the progress of activities will be the responsibility of the secretariat and will be provided via the AGM, donor reporting and annual reports for stakeholders and investors.

Annex One: Results Framework

GOAL: Improve livelihoods and socio – economic status of rural women who depend on coffee and empower women in coffee farmers and entrepreneurs along the coffee value chain		
Thematic Program Area 1: Productivity Improvement		
Objective: Enhanced and sustainable productivity of women coffee farmers and others along the coffee value chain.		
Objectively Verifiable Indicator	Verification	Important Assumptions
Adopt affordable, research proven technologies	CIC Export Report, PNGWICA Annual Reports	Willingness of PNGWICA members to adopt and new cost effective, research proven materials
Sustainable production of quality coffee	PNGWICA productivity database	PNGWICA have access to better coffee milling and processing infrastructures
Resilient labour in all actors of the value chain	Reports of CIC at PNGs national cupping competitions	CIC continue to run cupping competitions; farmers maintain best practice
Increased volumes of quality coffees freighted	Freight Manifests. CIC coffee export reports	Good records are kept by CIC and transport and logistics companies
Improved sale of roast, ground, and diversified coffees	PNGWICA member sales report and group annual reports	PNGWICA members are willing to share their success stories
Thematic Program Area 2: Scaling and Sustainable Production		
Objective: Optimal and sustainable production of coffee by women coffee farmers.		
Objectively Verifiable Indicator	Verification	Important Assumptions
Improved economics of scale	CIC Export Report, household survey reports, M&E reports	Adequately resourced production groupings; functional PNGWICA network marketing systems
Thematic Program Area 3: Marketing		
Objective: Increased market share for women in coffee and value adding and diversification.		
Objectively Verifiable Indicator	Verification	Important Assumptions
Increased volume of PNGWICA quality coffee exported to specialty and differentiated coffee markets	CIC Market Report, CIC Annual Report, PNGWICA Annual Report, PNGWICA progressive market reports	Provincial CIC officers are sufficiently resourced to train WICA members of coffee community-based organisations on coffee quality; Members willingness to be trained and uptake of technologies
Export of diversified manufactured coffee products	CAFÉ consumer feedback reports, CIC export reports; Special women in coffee feature reports	Women are adequately supported and resourced.
Increased domestic consumption of roast and ground coffees produced by PNGWICA members		

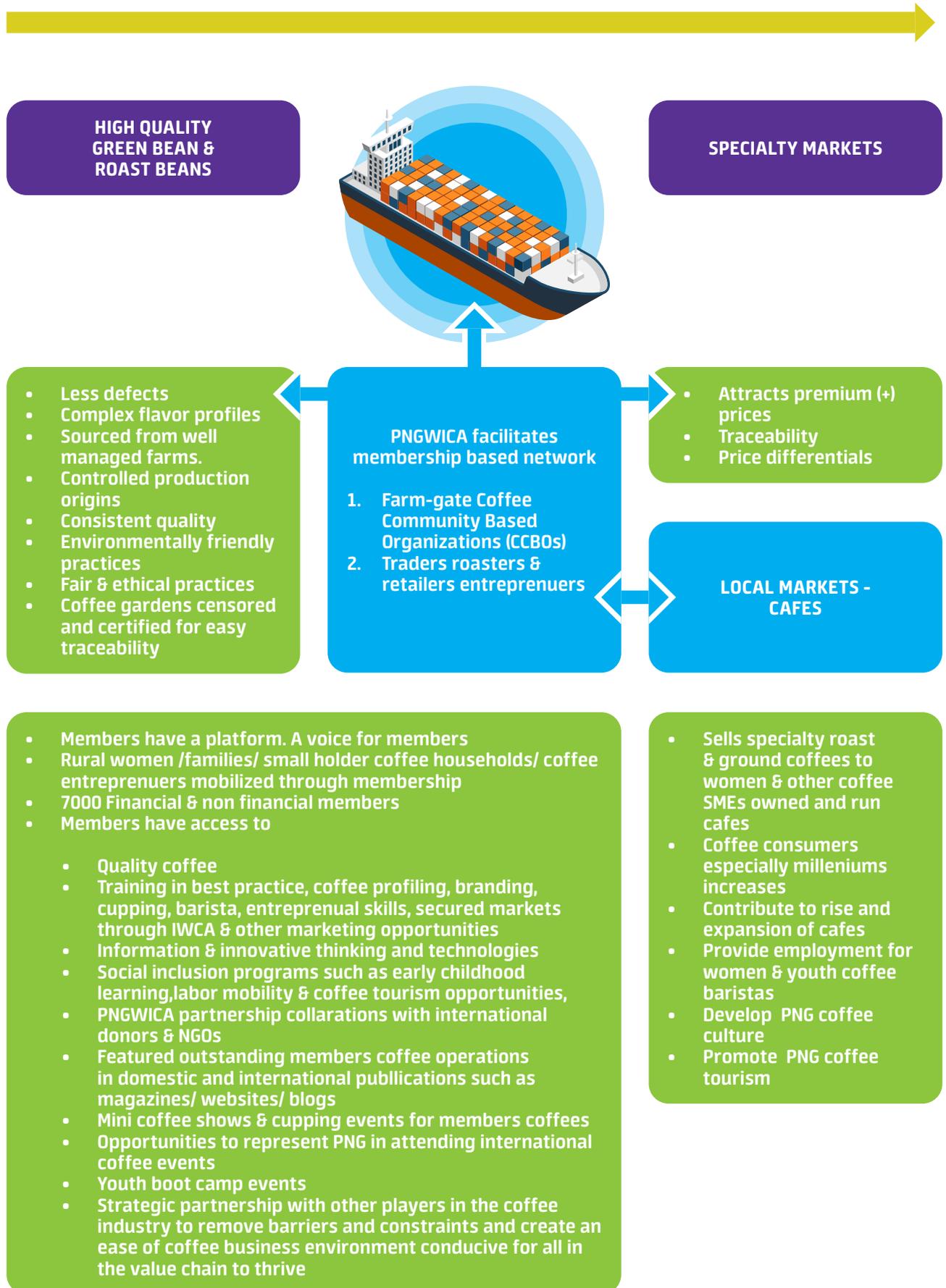
Thematic Program Area 4: Information, Technology and Communication Management Objective: (i) Develop technology driven system and process for market, information collection, analyses and dissemination (ii) Effective communication, utilisation of information and continuous learning.		
Objectively Verifiable Indicator	Verification	Important Assumptions
Increased awareness of relevant and coffee related issues	PNGWICA capacity assessment reports; PNGWICA and CIC adoption survey reports; PNGWICA Annual Report	PNGWICA sufficiently resourced and capacitated to store and disseminate information and technology packages; Availability of simplified information and technologies packaged for farmers; Members' willingness to understand information and technologies;
Increased adoption of CIC approved technologies		Levels of women adult literacy enhanced Willingness by communities to develop community programs to promote awareness on gender issues and social inclusion
Informed decision making		
Enhanced innovations		
Enhanced competencies		
Increase awareness on gender issues and social inclusion		
Thematic Program Area 5: Regulatory, Legal and Policy Environment Objective 5: Influence regulations, laws and policies toward an enabling environment.		
Objectively Verifiable Indicator	Verification	Important Assumptions
Active participation in industry and national policy forums	Resolutions and proceedings of forums Resolutions and proceedings of forums discussion papers; Resolutions and proceeding of forum country papers	Policy makers and other stakeholders show interest in women's perspective and participation in the coffee industry Papua New Guinea improves its standing in women inclusiveness undertakings
Number and type of issues addressed		
Implementation of new regulatory policy guidelines		
Active participation in international forums		
Thematic Program Area 6: Institutional Capacity Strengthening Objective 6: Establish and enhance capacity for PNGWICA at the secretariat level and that of coffee community-based groups along the coffee value chain		
Objectively Verifiable Indicator	Verification	Important Assumptions
PNGWICA national office established	Office space available	Coffee industry support
PNGWICA coffee community-based organisations established	Community based offices established	Supportive political environment Supportive coffee communities PNGWICA adequately funded and resourced
Good governance and leadership	Capacity and performance audits	
Responsiveness to stakeholders	Members satisfaction Survey Reports	
Performance based culture	Organisational capacity assessment reports	
Resource allocation aligned to organisational objectives		
Systems and processes aligned to organisational objectives		

Annex Two: Risk Management and Mitigation

Thematic area	Risks	Potential effect	Likelihood	Consequence of risk	Mitigation
1. Productivity Improvement	Low quantity and quality of coffee produced	Reduced income Loss of reputation in the global and local market	Possible	High	Work with CIC extension officers and partners to train actors in the value chain to improve production
	Lack of incentive to maintain engagement and attract more people into the coffee industry	Reduced labour Reduced productivity Reduced income for families and the economy	Possible	High	Work with provincial and district administrations to develop coffee incentives for women and youths
	Lack of equipment to facilitate production	Wasted coffee beans Manual labour becomes intensive Reduced labour as people are not willing to work	Possible	Moderate	Raise funds to purchase equipment Work with CCBOs to purchase equipment and station in central locations
	Unwillingness or lack of confidence in applying new proven technologies	Stagnant production	Unlikely	Moderate	Sensitise actors to new technologies through training
2. Scaling and sustainable production	Lack of capacity by CIC extension officers to provide support to CCBOs	Poor quality coffee farms Reduced income	Possible	High	Raise the funds to fund CIC extension officers to provide support to CCBOs
	Poor infrastructure access between farms and market	Wasted coffee beans Reduced income Reduce coffee quality	Almost certain	High	Advocate to government for improved infrastructure
3. Marketing	Poor coffee branding	Reduce income Loss of credibility Loss of clients	Possible	Moderate	Seek advice from IWCA and technical experts on coffee branding
	Lack of certified coffee	Buyers not willing to buy coffee Reduced income	Almost certain	High	Work with CIC extension officers to certify members' coffee

Thematic area	Risks	Potential effect	Likelihood	Consequence of risk	Mitigation
4. Information, Technology and Communication Management	Poor literacy and numeracy skills of actors in the value chain	Poor coffee operations Poor coffee quality and quantity production Reduced income	Almost certain	High	Work with partners to provide adult literacy programs
	Poor key message development	Actors are unable to apply knowledge into their operations Poor coffee business operations	Unlikely	Moderate	Talk to value chain actors to understand what type of messages they need
	Lack of information management	Loss of institutional memory No information for M&E and impact assessment	Likely	High	The secretariat will ensure that all information is backed up and stored in cloud
5. Regulatory Legal and Policy	Unsuccessful in influencing policy change in the coffee industry to protect women	Women are left to be marginalised by stakeholders Reduction of women participation in coffee production	Possible	High	Become members of organisations that advocate for friendly gender policies to influence the changes as a collective voice
6. Institutional capacity strengthening	Lack of funding to set up the secretariat	Loss of programs and projects	Possible	High	Seek support from private sector sponsors, government and donors
	Members not used to working under one umbrella organisation, i.e. PNGWICA	Reduced teamwork Incoherent organisation	Possible	High	Ensure PNGWICA established properly with adequate consultations
	Heavy reliance on donor support and volunteers to staff the secretariat	PNGWICA unsustainable in the long term	Possible	High	Build relationships with a wide range of stakeholders to identify ongoing funding streams

Annex Three: WICA Value Proposition



Annex Four: References

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Annex Five: Contributors

PNGWICA thanks the following individuals for the technical support provided in the consultation and the formulation of the five year-PNGWICA Strategic Plan.

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- Ms.Anna Vilau Goroka, EHP
- Mr.Sunil Machiah PNG Coffee Export, Goroka, EHP
- Mr.Allan Oliver World Bank Group, PPAP Program
- Ms.Daisy Lepon Department of Agriculture and Livestock
- Mr. Peter Pena Banz, Jiwaka Province

International participants that were consulted:

- Ms.Gina DiBrita Numero Uno Coffee Roasters, Sydney, Australia
- Ms. Blanca Castro International Women’s Coffee Alliance (IWCA), Guatemala

Consultants (Local and International)

- Ms. Andi Anaseini Vasikula Local Consultant
- Ms. Serah Sipani Local Consultant
- Mr. Brian Ramsay International Consultant

PHAMA Plus Team

- Mr Sidney Suma Country Manager, PHAMA Plus PNG
- Mr. Andrew Hetzel International Coffee Expert
- Mr Mark Chambers Program Manager, PHAMA Plus PNG
- Mr Alex Kerangpuna Senior National Facilitator, PHAMA Plus PNG



Women's Coffee

PNG's Aromatic Coffee



- Whole Bean Dark Roast
- Whole Bean Medium Roast
- Ground Dark Roast
- Ground Medium Roast



PNG's Aromatic Coffee
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