

Sustainability Report

2022



www.ploughmanagro.com



The PAPL Team



Sustainability Report

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Genesis

Agricultural issues are at the core of global challenges today.

Climate change, depleting water tables, degraded soils, loss of biodiversity, and lurching social and economic development are among the myriad issues that need deliberation. Furthermore, discourses on sustainability and maintaining the environmental status quo are incomplete without mentioning the restoration, and replenishment of soil, and its natural resources. For farmers across the spectrum, **regenerative agriculture spells a new beginning.**

At the intersection of sustainability and rehabilitation of resources, regenerative agriculture promises decreased Greenhouse Gas emissions, climate change reversal, drought resistance to soil, thriving biodiversity, restored grasslands, revitalised local economy, improved nutrition and better food security. **Regenerative agriculture also has the added benefit of being far more profitable than industrial farming.**

Echoing the same, Action for Social Advancement (ASA), our mentor and supporter has been a forebearer in accelerating regenerative agriculture across the rural hinterlands of India since 1996. ASA is built on the premise of community institutions protecting and restoring natural resources through participatory management. ASA has, over the years, supported the creation of over ninety Farmer Producer Organisations (FPO) of smallholder farmers of more than one hundred thousand shareholders, primarily women farmers. However, on their own, FPOs cannot create the scale of operations needed to deliver significant and life-changing benefits to their members.

Against this backdrop, a need emerged to connect growers with the national/global market based on regenerative production systems for their contribution to the emerging green economy. Hence, our mission of helping smallholder farmers earn more for their produce found its way into the supply chain, beginning with the health of the land and farmers to the consumer.

Ploughman Agro Private Limited (PAPL), being a pro-farmer company, has stepped in to support FPOs in marketing, processing, brand-building, credit linkage, and other professional services to mark their footprint in the agriculture value chain. We are also developing common infrastructures like warehouses, processing units, and market yards to integrate value chains.

We aspire to create an agricultural system that ensures farmers' soil health, food security, economic growth, and climate resilience.



01



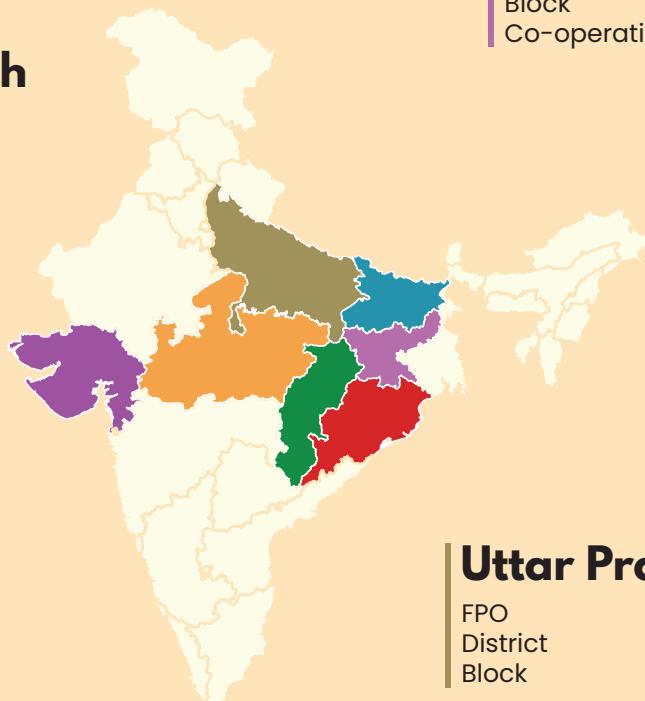
Our Presence

Madhya Pradesh

FPO	41
District	17
Block	40

Chhattisgarh

FPO	4
District	3
Block	4



Jharkhand

FPO	5
District	5
Block	9
Co-operatives	5

Bihar

FPO	4
District	2
Block	7
Co-operatives	7

Odisha

FPO	2
District	2
Block	6

Uttar Pradesh

FPO	7
District	3
Block	7

Gujarat

FPO	3
District	2
Block	3



7
States

34
Districts

76
Blocks

66
FPOs

12
Co-operatives

Our Family of Farmers

Economic growth, decent work environment, access to markets, gender equality and poverty are the unprecedented challenges that go beyond the reach of smallholder farmers. Our commitment to support farmers with large-scale positive impact comprises organic farming practices, fair-market wages, access to healthcare, empowerment, gender equality programmes and infrastructure improvements.

The collective growth of farmers prosper multiple families and communities that envisions development for all.

We innovate solutions to increase the income potential of farmers as well as enhance the quality of their lives, and through coalition with action driven forces, we strengthen their institutions and address sustainability challenges.



02

“

"Agriculture is the backbone of the livelihood security system. It can trigger job-led economic growth, provided it becomes intellectually satisfying and economically rewarding."

*-M. S. Swaminathan,
Indian Agronomist,
Father of Green Revolution*

”

On-field training to farmers by PAPL on good agriculture practices



Message by the Mentor

Agriculture is an essential constituent of the Indian economy and the livelihood matrix of the country's population. In line with the changed context of India's agricultural production, growing population and demand for gainful employment, Ploughman Agro Private Limited (PAPL) came into existence in 2020. We have a simple yet powerful purpose of being a pro-farmer organisation that strives to ensure progress for farmers.

Our organisation aims to deliver 'farmer-focused solutions to feed our world sustainably'. United by our unwavering commitment to serving India's farmers, we have the backing of experienced professionals from Action for Social Advancement (ASA).

PAPL has found a part to play in sustainable agriculture and reducing supply chains by being the link between the FPOs and corporates / Governments who believe in being sustainable and pro-farmer and thus contribute to the Green Economy. Our sustainability framework further aims to improve production processes, and practices, thereby reducing resource consumption, waste generation, and emissions. The organisation's services include marketing, processing, brand building, credit linkage, and advanced infrastructure that puts the farmer at the forefront.

We believe in offering effective and seamless backward, and forward linkages to farmers by cutting out market intermediaries, thus providing maximum benefit to the farmers.

This report is an up-close view of the work we have embarked upon, and how it aligns with our mission and values. We look forward to this new phase in our sustainability journey, a flourishing future with our farmers, and the hope of strengthening our bonds in the coming years.

I want to thank all our stakeholders in this cycle, especially the producers and FPOs whose cooperation led us to sow the seeds of PAPL.

**Ashis Mondal,
Honorary mentor of
Ploughman Agro Private Limited**





03

Women preparing home-made
biopesticides for organic farming

Our Sustainability Framework

Challenges Faced by Smallholder Farmers

An estimated 90–100 million smallholder farmers in India depend on agriculture for employment and sustenance. **Rainfed agriculture** accounts for approximately 60% of the cropped area and is the **food basket for the poor**. Moreover, these regions are expected to be the worst affected in the context of climate variability (e.g., natural disasters like frequent droughts, floods, etc.), and, as a result, productivity is hampered.

Small and marginal farmers contribute to about 42–45% of the marketable surplus. Yet, over 50% of their income is from the non-farm sector, mostly remittances received from the members of the family who have migrated to cities for work. Public extension services need to be improved, leading to farmers having **a problem-solving mechanism to enhance their productivity**.



A multilayered system of intermediaries elongates the supply chain, which translates into low prices for the farmers, resulting in growers bearing losses. For smallholder farmers, **dealing with large corporates, and other bulk buyers of agriculture commodities remains a daunting challenge**.

Moreover, the highly fragmented nature of agro logistics and low per capita surplus makes it unviable to directly establish links with the markets and leverage better returns for their produce. This leads to intermediaries filling the gap, and making a huge profit margin.



Opportunities



Globalisation, an expanding domestic middle class, and diversification of the food basket are driving a growing corporate presence in agriculture, especially for directly connecting with the growers for raw materials. As a result, there are numerous examples of **backward linkages between the corporate sector and farmers** in various parts of the country. However, most of the existing linkages between farmers and processors/retailers involve large and medium farmers, with few instances of smallholder farmers successfully linking up with processors/retailers.

The climate change debate, and the linked issue of global population expansion have raised the public's awareness of global warming. An increasing global trend, including in India, demands consumers to become more responsible in their consumption patterns. **As a result, initiatives for sustainable organic or natural farming**, sustainable/responsible cropping, processing and marketing of agriculture commodities are growing rapidly. Additionally, the global trend demands consumers to become more responsible in their consumption patterns.



Broadening Pathways for Smallholder Farmers

FPOs offer extensive pathways to successfully deal with challenges confronting smallholder farmers, and empowering their members in various ways. For example, the problems encountered by the smallholder farmers, such as access to modern and sustainable agricultural technologies, market access, remunerative price, credit, storage, and processing, can be achieved by organising the farmers into **producer organisations**.

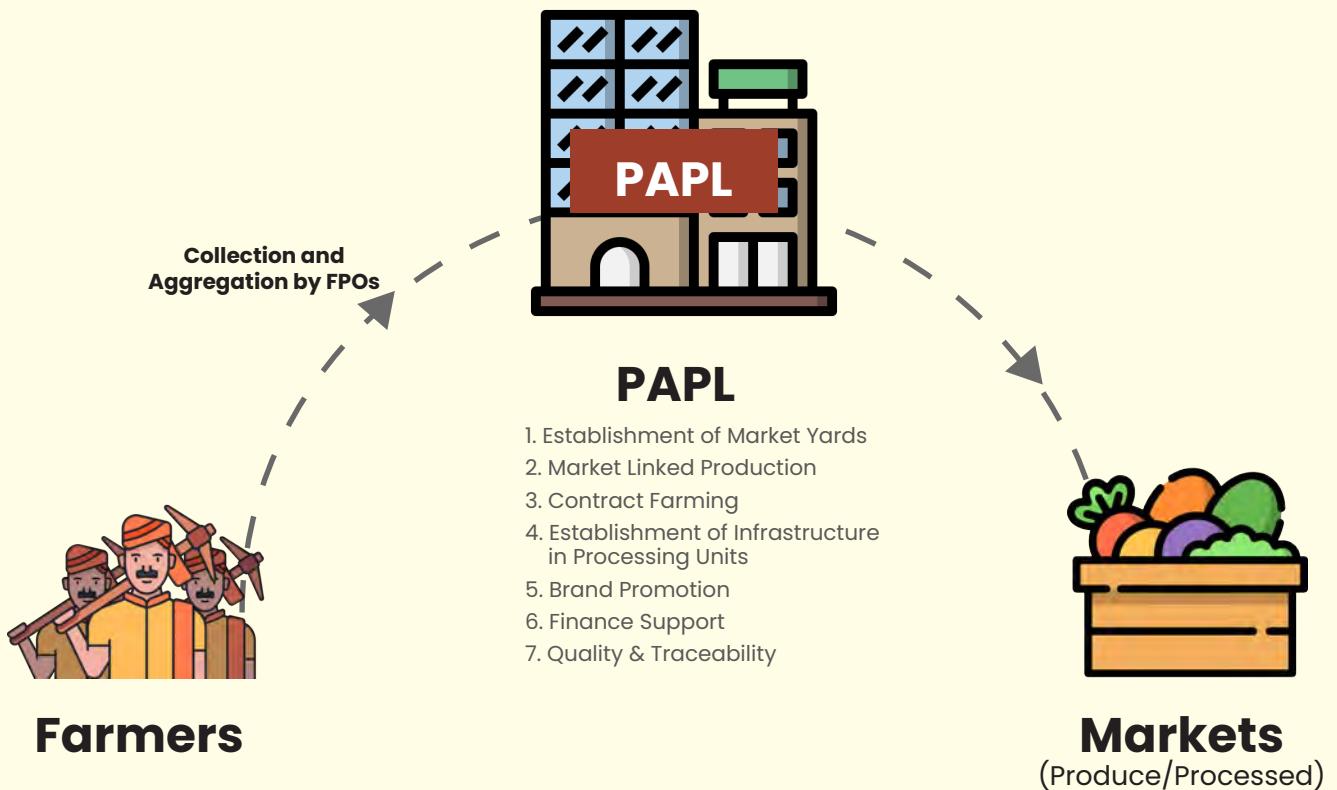
Experience has shown that FPOs can benefit from their collective strength and bargaining power to access financial and non-financial inputs, services, and agricultural technologies.

Additional benefits would include the following:

- Reduced transaction costs
- Tapping high-value markets
- Entering into partnerships with private and public entities on more equitable terms
- Reduced demand-side issues (extension, credit, market, etc.)



PAPL engages with farmers from "Seed to Harvest"- Non GMO cotton seeds supplied to cotton growing farmers on cost basis with buy back guarantee and premium price.



Direct to Growers Model

PAPL's **business model** is intrinsically linked with the farmers or producers through the FPOs or any form of farmers' collectives. Therefore, we refer to it as a **Direct to Growers** model.

Our operating model places farmers at the centre of all our activities seeking to engage them throughout the lifecycle, from seed to harvest.

Various agencies are working towards supporting FPOs to become self-sufficient. **We are one of them that works with FPOs commercially to strengthen their top and bottom line.**

Our Strategies

1. We build on the existing FPOs, and the sustainable production systems developed by NGOs and government programmes. The idea is to combine these already matured or semi-matured production clusters following sustainable practices with the market for value-chain development. This ensures the continuity of sustainable production systems.
2. We directly engage with the farmer community, and the FPOs to develop sustainable production clusters for the farmers to access the market. Together with the FPOs, we strengthen the production system by sharing market information, introducing the latest technologies, farmers' training, capacity building of FPOs for marketing, processing, procurement and supply chain management, value-chain financing by linking with banks and Non-Banking Financial Company (NBFC). Moreover, we attempt to create a supportive ecosystem for the FPOs and farmers to find a place in the value chains and realise their rightful revenues.

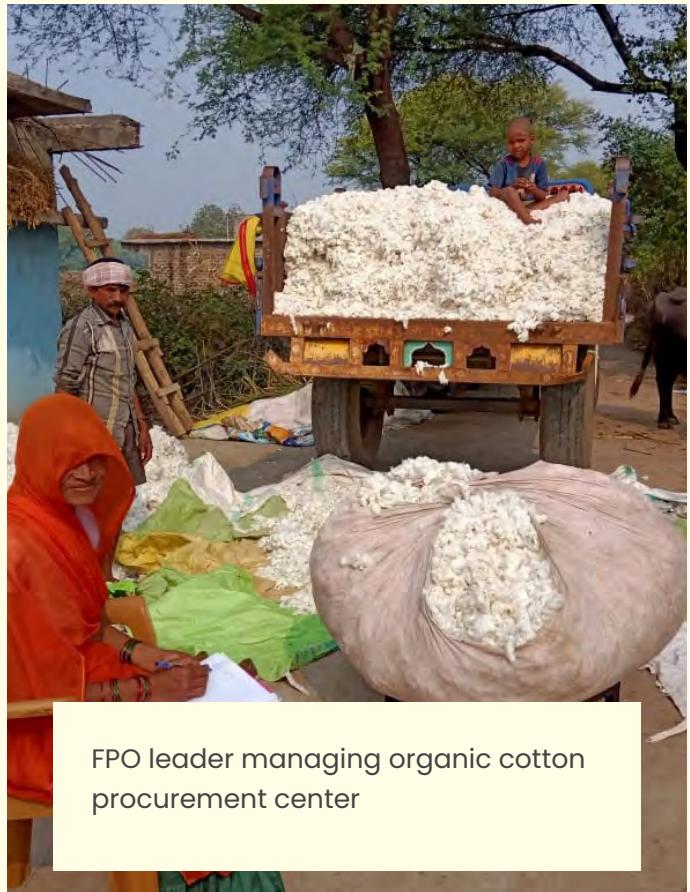
We have developed a working relationship with nearly 100 FPOs and their mentor organisations with a reach of more than 50 sustainable production clusters and over 3,00,000 farmer families, 90 per cent and above of which are smallholder farmers and driven by women.



>100
FPOs



3,00,000
Farmers
families helped





04

Participatory analysis of maize demonstration plots

Initiatives and Outcomes



Value Chain Development of Organic Cotton Cluster



20
FPOs
Supported

21,000
Farmers
Associated

7800mt
Cotton
Processed

10–22%
Additional
Income

We have added value to develop the organic cotton cluster in ways highlighted below:

Reach

We have partnered with 20 FPOs and civil society organisations in the last two years and reached out to more than 21,000 farmers, helping them adopt organic farming practices where cotton is grown as the main Kharif crop.

Yield

We have developed a procurement model jointly with the FPOs and procured about 7800 metric tons (mt) of raw cotton from around 20 FPOs, and about 21,000 farmers in the last two seasons. In addition, it has developed traceability and quality management systems within the FPOs to avoid wastage.

Quality Seeds

Technical support has been provided to the FPOs for procuring quality Non-GMO seeds and distribution to the farmers.

Processing

We performed the critical function of ginning organic cotton. About 7800 mt of raw cotton was processed into lint cotton.

Partnerships

We have successfully built partnerships with reputed brands for multi-year agreements to supply organic cotton to them.



Ginning of Organic cotton managed by the PAPL

Additional Income

Through the sales of organic cotton and other organic commodities such as wheat, pulses, and millet, we have generated additional income in the range of 10–22% over and above the market price of conventional commodities to the farmers. This additional income, is distributed as incentives for their efforts to build a sustainable production system. These incentives are provided through cash, agriculture inputs, and training to the producers and the FPO functionaries.

Credit Partnerships

We have partnered with FPOs, Non-Banking Financial Companies and the International Bank DBS (which finances sustainable value chains) to create a value chain for organic cotton. FPOs consisting of 1800 organic producers supplying 100 mt of cotton, received the benefit of credit at a nominal rate which DBS refinanced.

The corporate 'Inditex' was the cotton's final buyer and was instrumental in designing the pilot. The relevance of this model of cheaper credit is significant for value chain financing through FPOs, especially for commodities grown following sustainable practices.

Seed Value Chain

Interventions in the Seed Value Chain Development

Production of Quality Seeds

With the support of civil society organisations and FPOs, we have developed the production of seeds of farmers' preferred varieties and are making them available in regional markets.

Reach

We are actively contributing to improving the availability of quality seeds in areas dominated by smallholder farmers, where access and cost are a big concern.



Decentralised System

We are contributing to developing localised seed production and utilisation systems that are cost-effective and environmentally benign. It is a decentralised system where farmers control of their seed requirement in contrast to centralised systems controlled by a few entrepreneurs.



High quality seeds increase production levels significantly. However, access to quality seeds is an issue faced by smallholder farmers due to their cost and timely availability. Yet, adopting new variants is not a common practice among farmers, especially in the resource-deficient

areas typified by rainfed agriculture dominated by smallholder farmers of tribal and other socio-economically marginal groups. Moreover, the seed replacement rate needs to be more satisfactory for the composite varieties.

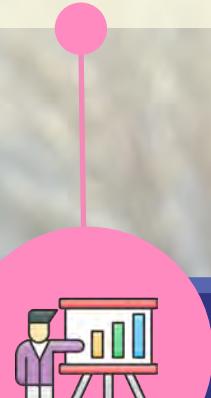
Collaboration

Through handholding and technical support, seed production and processing capabilities have been developed with the farmers and FPOs. State agriculture universities have joined to provide Breeder seeds to the FPOs to produce Foundation and Certified seeds.



Training

We train seed producers and FPOs on production methods, maintenance of genetic purity in the seed plot, harvesting, segregation of seeds from other varieties, sorting and grading, documentation for seed certification, etc. We facilitate FPOs to build the required seed processing infrastructure.



Despite the pandemic, 8 FPOs have produced 2000 mt seeds, processed and marketed by us. The production activity is spread over Madhya Pradesh and Jharkhand for crops such as soybean, paddy, wheat and chickpea.

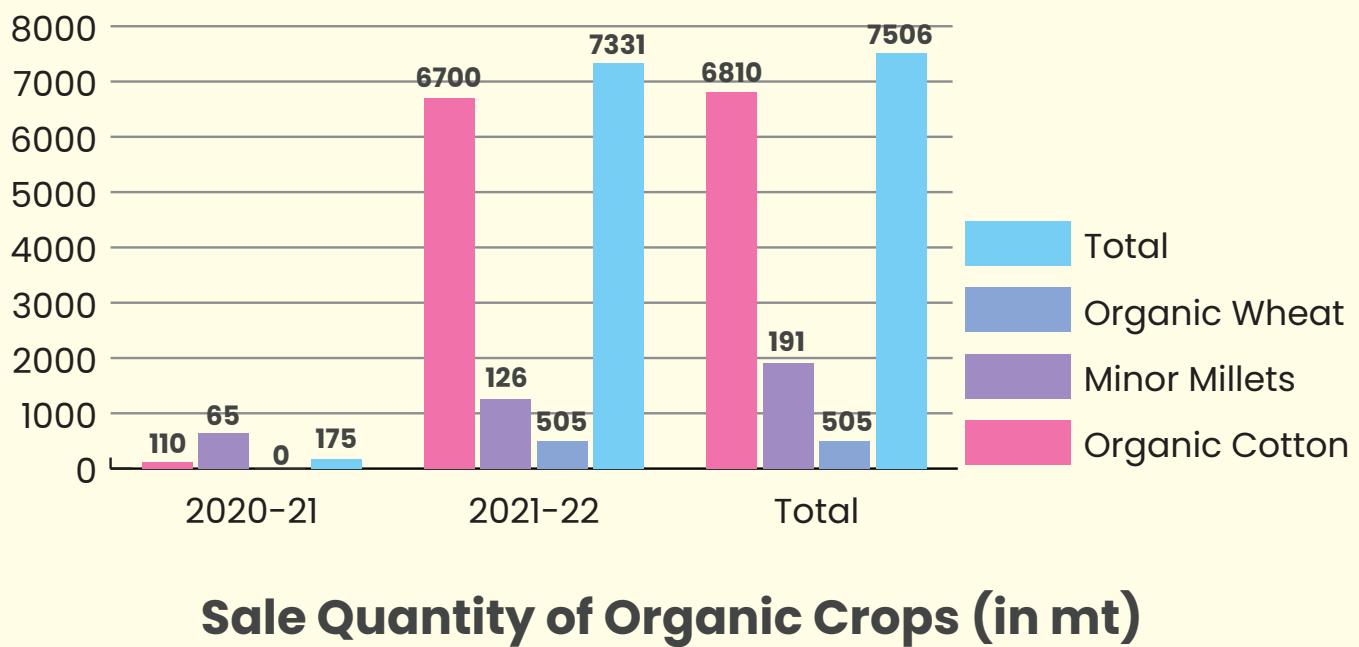


Production & Marketing of Organic Crops



India is bestowed with the potential to produce varieties of organic products due to its various agro-climatic conditions. In several parts of the country, the inherited tradition of organic farming

is an added advantage. This holds promise for the organic/non-chemical pesticide producers to tap the market, which is growing steadily in the domestic and export sector.



Activities Undertaken with FPOs for Producing and Marketing Organic Crops



Guidance

Training and handholding FPOs and farmers for adopting organic practices, including developing internal control systems for third-party certification under various food quality and sustainable farming standards.



Traceability

Developing blockchain for traceability to extract information about the origin of inputs, supplier sourcing practices, and manufacturing processes.



Entrepreneurship Development

Jointly working with FPOs for entrepreneurship development of mass-scale production of biopesticides and plant growth promoters.



Capacity Building

Facilitating FPOs in building infrastructure for processing and building capacities of FPOs for procurement, quality control and marketing.



Market Linkages

Linking organic produce successfully with the market. Reputed companies like ITC, Reliance, and OK Foods have been buying organic produce from smallholder farmers at a premium price through the FPOs. In terms of volumes, approximately 1095 mt was annually sold by various FPOs to reputed companies.



Rice seed production plot of Basmati rice variety



Wheat seed production plot

Farmer's Speak

Farmer Name: Shri Laxmanprasad Pandey

Village: Jalgaon District, Chhatarpur, Madhya Pradesh

Crop: Gram

Variety: JG-12

"The seeds sourced through the FPO are high-quality seeds. Earlier I cultivated wheat and gram (chana) traditionally, which yielded 14–15 quintals per hectare. However, after joining the seed production programme, a new variety of seeds was made available to me, which I planted on two hectares. As a result, the harvest was 18 quintals per hectare, four quintals higher than the previous harvests. This increased my income considerably by Rs. 34,000, which improved my financial condition."



Marketing of Conventional Agriculture Commodities

The FPOs, with the assistance of like-minded organisations, have assisted in the identification of potential food crops (wheat, rice, pulses, and oilseeds) among farmers, particularly tribal farmers and support them in selling the same to genuine buyers.

In the year 2020–21 and 2021–22, we have worked with more than 25 FPOs helping them aggregate and market their conventional commodities, such as rice, wheat, maize, and pulses, for a volume of about 3000 mt. Around 3200 farmers were linked through these transactions to the market.

The conventional commodities segment is growing rapidly, with more and more FPOs joining on the supply side. Additionally we have engaged more processors and brands to purchase these commodities.

Through the direct supply to the processors, we have generated approximately 7–10% of additional income at the farmer's end.



7–10%

Additional income for conventional agriculture commodities

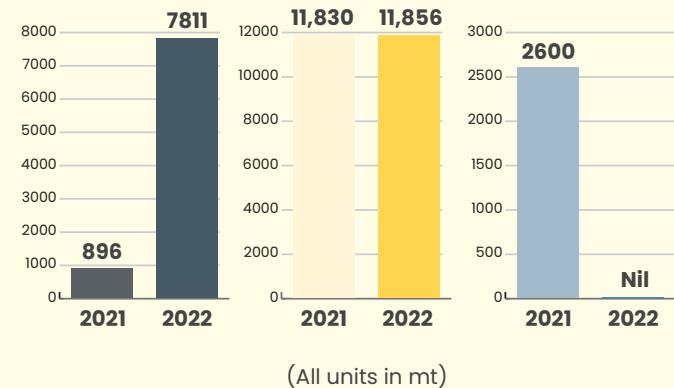
In the year 2020–21 and 2021–22, we have worked with more than 29 FPOs helping them in aggregation and marketing their products of conventional commodities such as rice, wheat, maize, pulses, for a volume of about 3000 mt.

Technical Support to FPOs



- IT System Development
- Quality Control
- Marketing
- Financial Management
- Processing
- Credit
- Commodity Procurement
- Compliance

Production Growth in 2021–2022



Rice



Wheat



Onion

We have a support cell comprising of senior professionals who support/handhold FPOs on technical matters such as marketing, credit, financial management, compliance, commodity procurement, quality control, market-oriented production systems development (seed production, organic, etc.), processing, IT system development, etc. This support system is critical for the functioning of FPOs to mature into viable organisations.

Minimum Support Price (MSP) Assistance to FPOs

Minimum Support Price (MSP) is a form of government intervention to support farmers against any sharp fall in prices of agricultural commodities. In the last decade, the Ministry of Agriculture of India has shown interest in involving FPOs in the MSP system. We took it as a great prospect to demonstrate to the government that MSP could also be a vehicle for smallholder farmers and, likewise, a new pathway for revenue for FPOs. Our assistance to the FPO members was purely on a "no profit" policy.



Farmer's Speak

Farmer Name: Shri Kamal Prasad Nanda

Village: Mohania Patpara, Mandla District, Madhya Pradesh

Crop: Paddy

Variety: MTU-1010

"After joining FPO's Seed Production Program, I received paddy foundation seeds of 60 kgs which I planted on my farm. The germination quality of the seeds was excellent, which yielded about 45 quintals. Earlier, I would receive a price of Rs. 1400–1500 per quintal in the local market, but ever since I have been associated with the seed production program, the yield is of higher quality fetching an MSP rate and a bonus above that. Additionally, the harvest is purchased from the village, saving us transportation expenses. And, this year, 45 quintals of paddy's market value were Rs. 67,500, but FPO bought it by combining MSP and bonus for much higher than the market price."



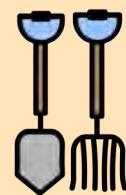
Process of Technical Support for Minimum Support Price system



Preparation



Execution



Monitoring

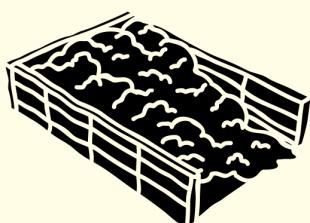
1. Identifying location/centre
2. Negotiating with local government
3. Understanding guidelines clearly
4. Getting ready with infrastructure and utilities
5. Identifying team members

1. Assigning clear roles and responsibility
2. Ensuring seamless process flow for record keeping
3. Engagement of local leadership – FPOs & Board of Directors
4. Having a backup plan

1. Daily stock taking
2. Daily reporting and tracking
3. Quick resolution of day-to-day issues



Agriculture Inputs Value Chain



Feedstuff



Fertiliser



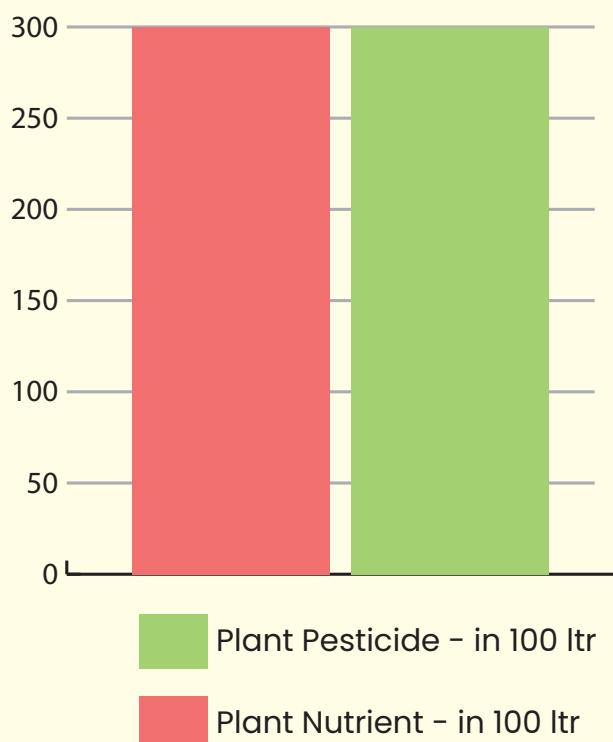
Plant Protection Products

Agriculture inputs include feedstuffs, fertilisers, plant protection products, cleaning agents and additives used in crop production. In our effort to promote natural and organic farming as a sustainable way of livelihood, we have faced two key concerns relating to –

- Increasing agricultural productivity and
- Reducing yield losses due to pests

Fighter and Booster are less expensive than organic products available in the market and help farmers optimise cost and enhance net profitability. These products are also environment friendly for the better overall health of the farmer community.

Sale Quantities of Fertilisers in the year 2021–22





We began exploring creating organic products that would be beneficial in terms of increasing production and protection against pests, on a large scale. With the support of the FPOs, and experimentation with plant leaves, cow urine, and cow dung, we successfully created the brand - Fighter & Booster.

Additionally, with packaging development and brand creation, we provide a cost-effective supply chain to farmers through FPOs.



05

Impact Highlights

Accelerating Economies to Strengthen Farmers

We actively support farmers to rebalance unequal market power in the supply chain. Particular attention is given to horizontal integration possibilities for farmers and FPOs.

This is done primarily to enhance the supply of their yield, giving them the desired bargaining power in the marketplace.

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8 Decent Work And Economic Growth

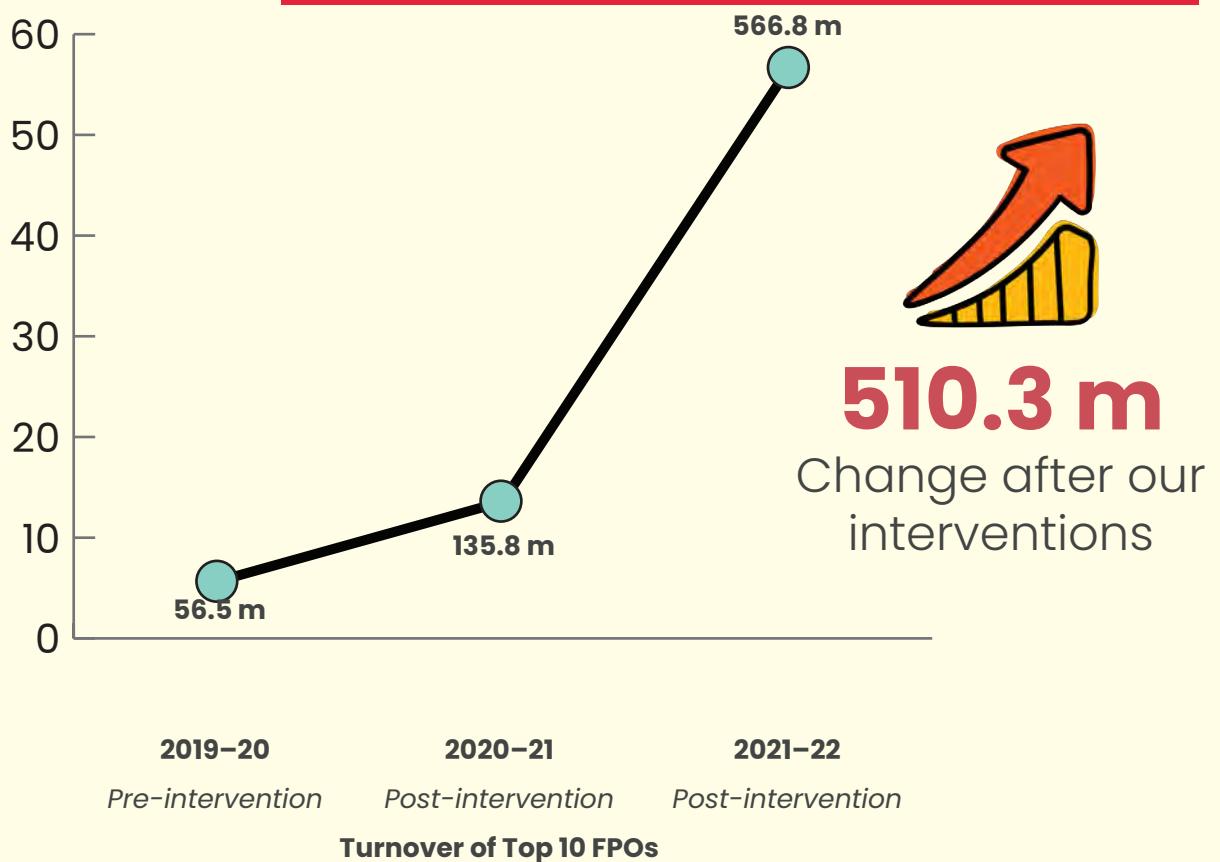
We have absorbed the risks associated with procurement by building the technical capacities of the FPOs and developing a protocol for quality control.

1 NO POVERTY



SDG 1 No Poverty

We support farmers by aggregating them into FPOs and representing them at the market level. We ensure that smallholder farmers get the right value for their yield, which will help them earn a better living and uplift them out of poverty.



There has been a positive impact on the farmers' income with the interventions for value chain development of smallholder farmers' produce. However, this varies from crop to crop and is also dependent on the demand in the market.

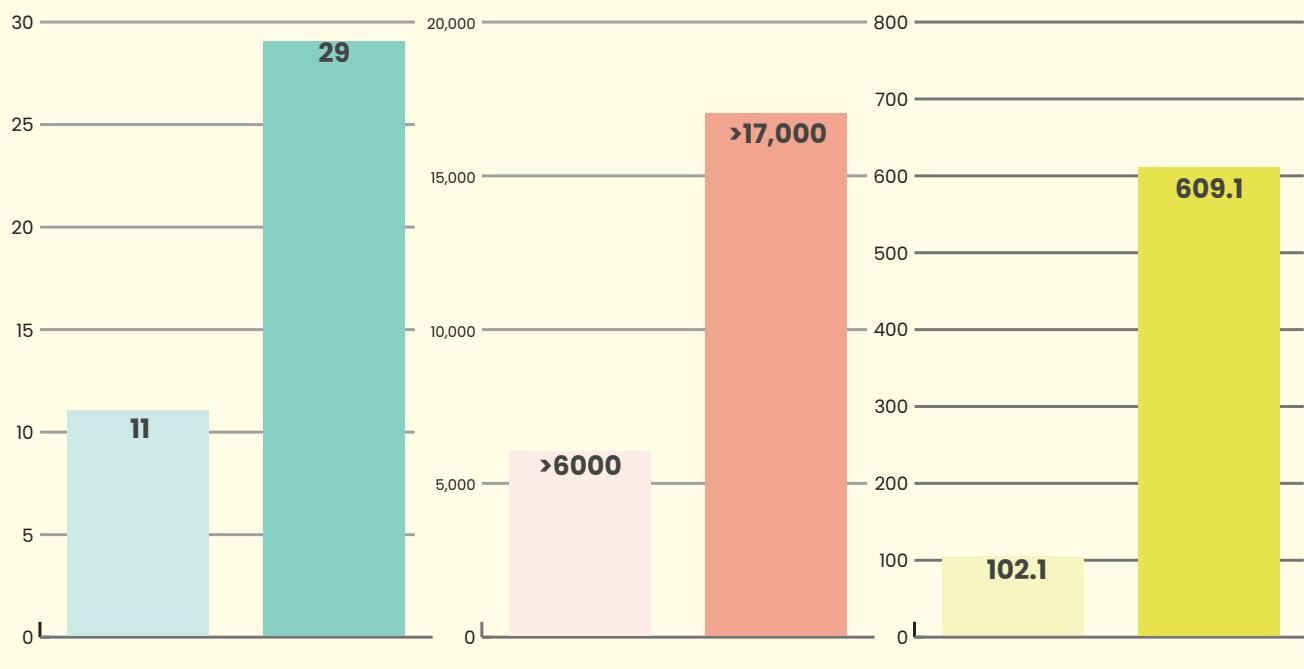
- In the case of organic cotton, the income growth is 15–18% of the total revenue compared to standard cotton.
- In the case of wheat, pulses and cereals, the income growth has been in the range of 12–20%.
- FPOs also benefitted by receiving trade advances from PAPL for purchasing commodities from the producers. This significantly reduced the interest burden on the FPO, and thus improved the funds management.

Through these two years, we have grown not only our topline but also the topline of FPOs and farmers associated with us. Below is a snapshot of our Economic Impact through the last two years of operation:

- Associated with over 17,000 farmers from 29 FPOs and more in counting.
- Increased crop coverage from cotton and soybean to wheat and maize.
- Began product coverage of fertilisers and high-quality seeds.

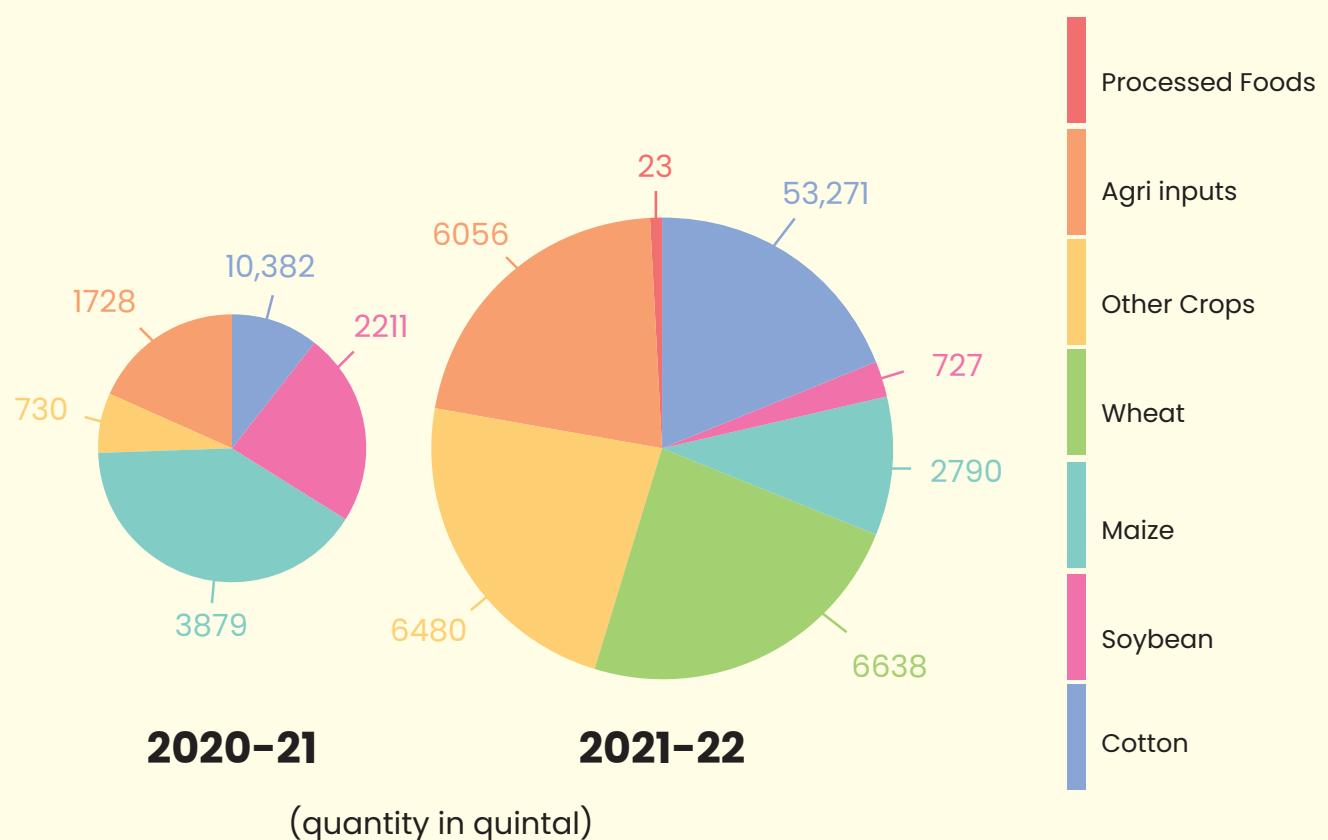
17,000
Farmers
Associated

29
FPOs
(in numbers)



FPOs (in numbers)	Farmers Associated Through FPOs (in numbers)	Amount of Business with FPOs (INR million)
11	>6000	102.1
29	>17,000	609.1

Increase in Production





Commitment to Gender Empowerment



Women represent around half of the total agricultural labour force in developing countries. Echoing the same, gender equality and women empowerment are central to our objective of achieving food security for all, thereby improving agricultural productivity and ensuring equal participation in decision-making processes.

We have aimed to address gender discrimination by facilitating and promoting women's engagement across processes in the value chain that would help accelerate action to meet all relevant targets under **SDG 5**.

Smallholder farming is increasingly becoming women-dominated because men are usually out on seasonal migration to supplement the family income. Therefore, it is a pleasant coincidence that women members dominate all the FPOs that we have worked with.

Almost 70% of the shareholders of the FPOs with whom we have worked are women who play an active role in sustainable farming.

In the **Direct to Growers** model, we seek to involve gender-sensitive and gender-inclusive aspects in agricultural investment, trade and value chains that could support achieving the desired targets in their entirety.

Through our engagement with the FPOs and women directors of these FPOs, we have worked with them to build and enhance their capacities in technical areas. We also plan to introduce more women-friendly farming tools and technologies for easy adoption.



Year-wise Crop Procurement and Interactions with Women Farmers



Integrating Social Development for All

Studies suggest that most of the world's agricultural production occurs on small farms. Currently, 90% of the 570 million farms globally are

small (less than 2 ha in size) and cultivated by 1.5 billion of the world's poor. With our strategies and programmes, we aim to achieve



Pathways for inclusive agriculture, food production and off-farm economies that create jobs and eliminate hunger in rural areas, giving people a chance to feed their families and live a decent life, achieving SDG 1.



Implementing sustainable practices and working in partnership with like-minded organisations throughout the agricultural value chain (including input, production, distribution and retail) to achieve SDG 2.



Promoting inclusive structural transformation, tapping into farm and non-farm employment opportunities, and fostering agri-entrepreneurship linked to sustainable agriculture is our key strategy to achieve SDG 8.

As the rural landscape transforms, both on-farm and off-farm economic activities can thrive, with schools, health centres and social services springing up to build resilient communities.

Furthermore, we aim to strengthen rural institutions and provide access to social protection to our farmers, integrating social development for them.

Unlocking Ecological Resilience



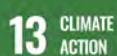
The agribusiness value chain comprises production, processing, and distribution. *The process starts when a seed is produced and ends when the product is bought at a market.*

Tackling problems through agribusiness can yield benefits that ripple powerfully through the majority of the SDGs.



SDG 12 Responsible Consumption and Production

Actively work with our farmers to improve productivity and crop quality by switching to sustainable farm practices to achieve SDG 12.



SDG 13 Climate Action

We seek to enhance agriculture productivity by promoting sustainable practices and interventions in restoring and auguring natural resources.

Our intervention in agribusiness can result in -

- an overall cost reduction of cultivation by replacing chemical fertilisers with organic ones.
- an increase in the engagement of labour for the preparation of homemade bio-pesticides and fertilisers.

We see the great potential that agribusiness can make if scaled up and implemented correctly. Interventions in agribusiness can generate a domino effect, given the nexus between farming, the environment, water, and energy. We are actively working on maximising the benefits and minimising the risk of harm for our farmers.

Farmers Practising Organic Farming / Responsible Cropping



06

The Way Forward

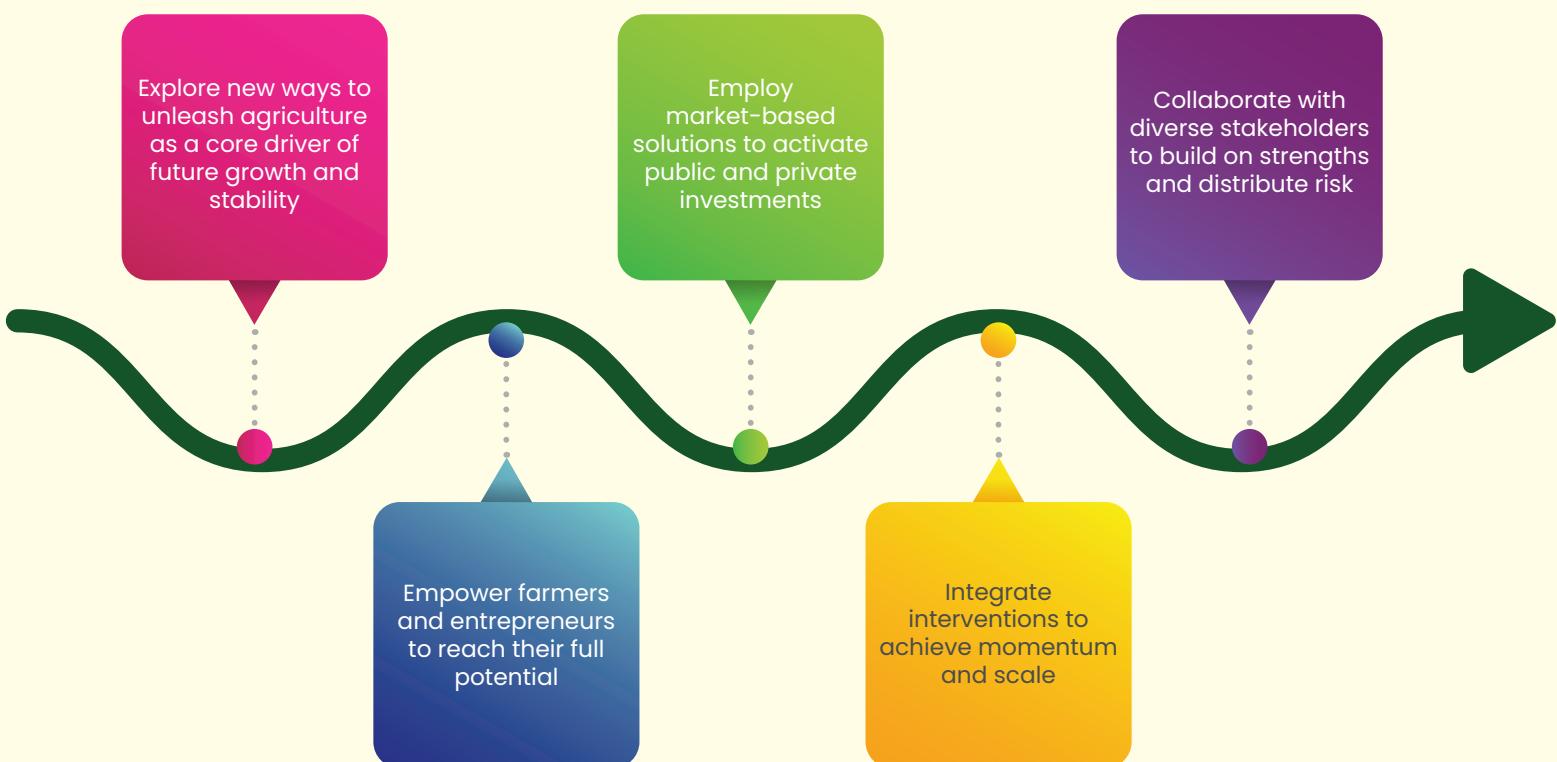
With a humble beginning in 2020, our resolve to be a pro-farmer organisation has only grown stronger. Sustainable and regenerative agriculture has a ripple effect throughout the agricultural value chain, starting with better seed quality, increased agricultural productivity, profitable market linkages, and empowered women farmers, finally leading to overall rural development. Therefore, we seek to expand our business around smallholder farmers and make sincere efforts to empower and touch upon every aspect of the value chain with the primary objective of creating sustainable livelihoods for our farmers. We will continue to extend our efforts in encouraging women farmers to leapfrog to the modern economy via robust and fair commodity

value chains. Empowering women becomes all the more critical with the increasing feminisation of agriculture.

At the operational level, we endeavour to expand the regenerative production cluster to reach a scale of 5,00,000 hectares and a million farmers in the next five years. The basket of crops would encompass cereals, pulses, oil seeds, fibre, fruits and vegetables and trees grown under the farm forestry model.

The challenge is enormous, but the results are substantial and achievable.

We aspire to make farmers' aspirational goals a reality.





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