

**The Arab Republic of Egypt  
The Ministry of Agriculture  
and Land Reclamation**

**Improving Small-Scale Farmers'  
Market-Oriented Agriculture Project  
(ISMALP)**

**Project Completion Report**

**April 2019**

**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)  
SANYU CONSULTANTS INC.**

RD
JR
19-009



**The Arab Republic of Egypt  
The Ministry of Agriculture  
and Land Reclamation**

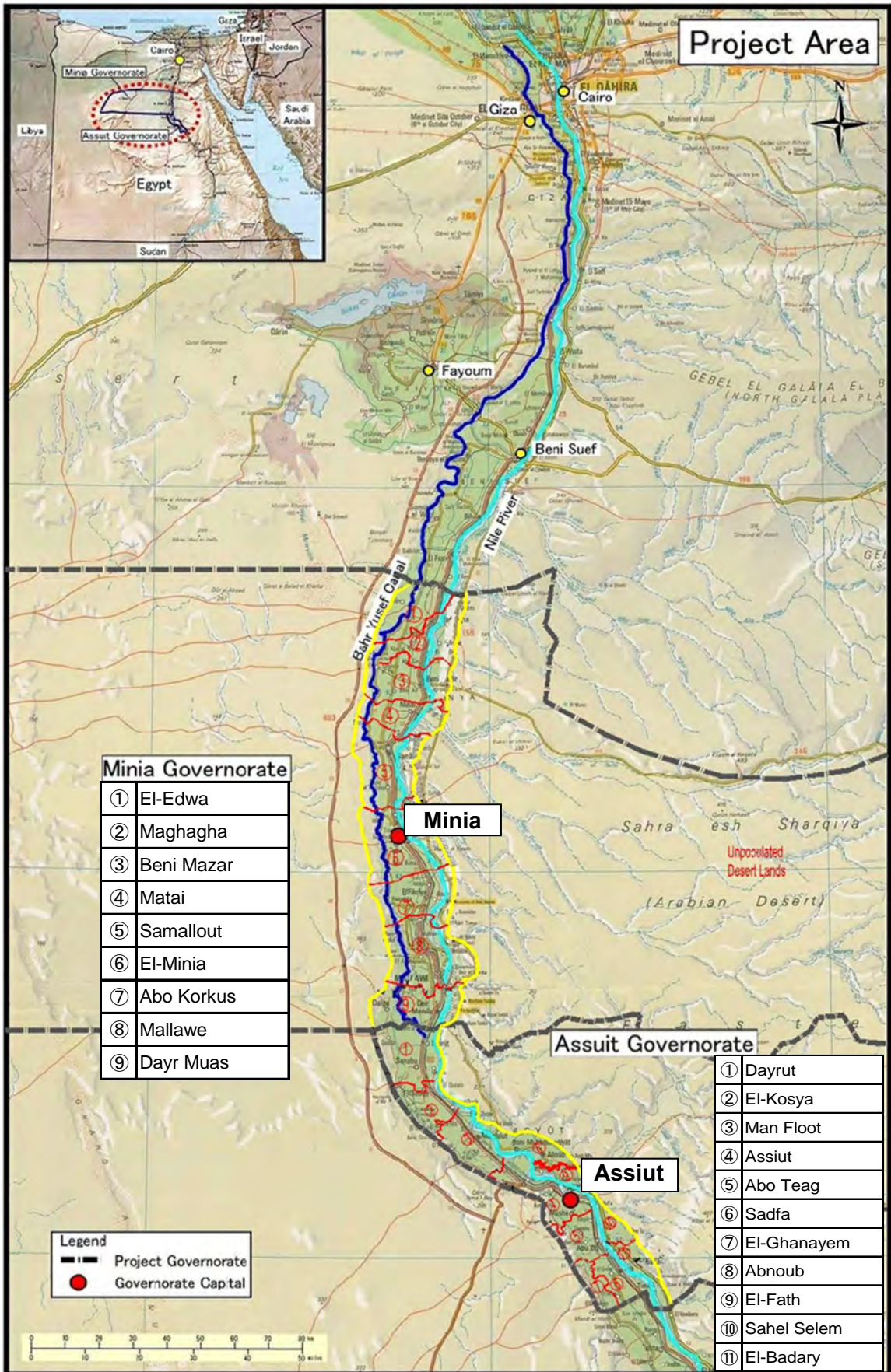
**Improving Small-Scale Farmers'  
Market-Oriented Agriculture Project  
(ISMAP)**

**Project Completion Report**

**April 2019**

**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)  
SANYU CONSULTANTS INC.**







## Project Photography



Kick-off workshop was held in Cairo at the beginning of the Project. C/P members from Minia and Assiut participated. June 2014



Orientation workshop for the target farmers in El Balad village in Minia: The project activities were gradually transferred from Japanese experts to C/P members.



Baseline Survey: C/P members and district and village extension officers supported the illiterate farmers to fill out the form (Gendaya village, Minia)



Explanation of ISMAP extension flow and the activities in the Maghagha village in Minia: The Project Team also discussed how to carry out the market survey with the target farmers.



Business Dialogue in Minia: An agri-business company staff explained the contract farming to the farmers. The farmers listened to the explanation seriously and raise a lot of questions.



Market Survey in the wholesale market in Assiut: After understanding how to fill out the questionnaire, the farmers asked wholesalers about many marketing topics.



Farming Plan Making Workshop in Assiut: Based on the result of the market survey, the farmers made a farming plan. The farmers participated actively and took the initiative of the workshop.



Farming Plan Making Workshop in Manflood village in Assiut: After confirming the current cropping pattern, the farmers decided the target crops by the result of the market survey. A young farmer explained the farming plan.



TOT training in Assiut: Based on the farming plan, the project gave training for extension officers and demo-farmers. A researcher of Agricultural Research Center (ARC) gave a lecture.



Cabbage demo-farm in Sanabo village in Assiut: The demo-farmer said he wants to cultivate cabbage every year.



Exchange Visit in Assiut: Extension officers and surrounding farmers visited the demo-farm in Man Flood village where the horticulture crop cultivation is widely expanded. C/P member and demo-farmer explained the advantage of the cultivation of demo-farms.



Contract Farming in Manshet El Maghalka village in Minia: It was harvested on 16<sup>th</sup> December 2015. After sorting of production, appropriate size without any scar was sold to the contract company, and the others were sold to the local market.





Market Survey for Women from Awlad Elias village: The market survey was carried out in the Assiut city. The women found items which were not selling in their village.



Business dialogue for Women in Assiut: the participant listened to the market stakeholders very seriously.



Training for extension officers and target women in Assiut: after the training, target women started the businesses which they decided according to the market needs.



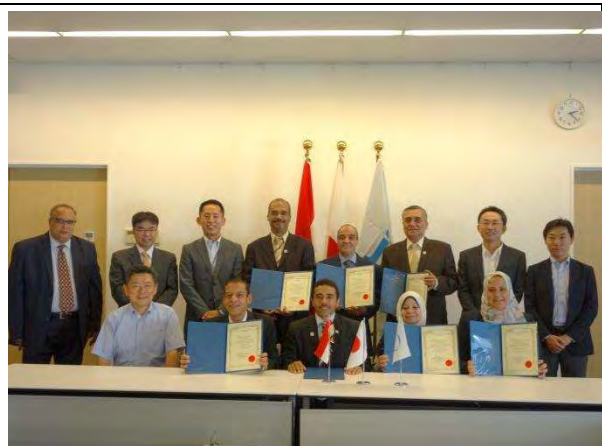
Business plan training for women in Assiut: the participants listened to the lecturer, the local gender expert of the project, very carefully.



Pigeon raising in Minia: the target women of 2<sup>nd</sup> cycle increased the number of pigeons and already sold it as her business.



Bread selling in Assiut: the target women in Bany Mor village were invited to the event of an NGO and sold their homemade breads. It helped them for expanding the market.



Training in Japan: the project planned and implemented 3 times (2015, 2016, 2017) training in Japan. The trainees learned the market structure in Japan and studied how to promote market-oriented agriculture in Egypt.



Japan Food Biz in Egypt: the project explained the activities by posters and videos at the event which was organized by the Embassy of Japan.



Joint Seminar with UN Women (Approaches on Women's Economic Empowerment in Rural Upper Egypt) in Minia, 27<sup>th</sup> February 2019.



More than 100 people from many organizations, e.g. international organizations, NGOs and target women participated in the joint seminar.



The Project Completion Seminar was held in Cairo on 16<sup>th</sup> April 2019. The Project Team presented to the attendants on the experiences, achievements and Implementation Unit for post-project period.



At the end of the Project Completion Seminar, the name plates were handed over to the ISMAP Implementation Unit to take over the activities from the Project Team.

## Table of Contents

Location Map

Project Photography

INTRODUCTION.....	1
CHAPTER 1 OUTLINE OF THE PROJECT.....	1
1.1 Background.....	1
1.2 Outline of the Project.....	1
1.3 Project Area .....	3
1.4 Project Set-up.....	3
1.4.1 Preparation of the Work Plan.....	3
1.4.2 Establishment of JSC and Project Management, and Agreement of Extension Flow .....	4
1.5 JSC Meetings .....	4
1.6 Project Implementation Cycles .....	4
CHAPTER 2 THE PROJECT ACTIVITIES .....	6
2.1 Activities for Output 1 .....	6
2.1.1 Establishment and Improvement of Extension Flow based on the Market-oriented Approach.....	6
2.1.2 Consensus Building on Selection of the Target Village Cooperatives and Farmers.....	7
2.1.3 Baseline Survey.....	11
2.1.4 Support for Implementation of Market Survey .....	12
2.1.5 Business Dialogue with Agri-business Stakeholders .....	13
2.1.6 Training on Farming Action Plans .....	18
2.1.7 Implementation of TOT for Extension Staff .....	19
2.1.8 Implementation of Technical Trainings for Target Farmers (Trainings at Demo-farms).....	20
2.1.9 Gender Mainstreaming Activities.....	21
2.2 Activities for Output 2.....	26
2.2.1 Identification of Agricultural Techniques Need to be Examined and Developed, Examine and Develop the Techniques Identified, Implementation of Cultivation Trainings and Improvement of Existing Agricultural Techniques .....	26
2.2.2 Preparation of Technical Manuals .....	28
2.3 Activities for Output 3 .....	28
2.3.1 Strengths and Weaknesses of the Agricultural Cooperatives.....	28
2.3.2 Training on Action Plan Making .....	30
2.3.3 Follow-up Activities for the Cooperatives' Action Plans.....	31
2.4 Activities for Output 4 and Modification of Activities after the Mid-term Review.....	33
2.4.1 Implementation of the Mid-term Review, Recommendations and Modification of the Activities.....	33
2.4.2 Implementation of the Recommendations from the Mid-term Review (the 4 <sup>th</sup> Cycle).....	33
2.4.3 Activities after the Modification of PDM (the 4 <sup>th</sup> Cycle).....	35
2.5 Exit Strategy and Implementation System for Post-project Period .....	37
2.6 Other Activities .....	40
2.6.1 Trainings in Japan.....	40
2.6.2 Visiting Good Practices in Egypt .....	43

2.6.3	Setting the Indicators of PDM.....	44
2.6.4	Preparation of Extension Manuals .....	45
2.6.5	Communication with Other Development Partners and NGOs.....	45
2.6.6	Public Relations .....	46
CHAPTER 3 LESSONS, ISSUES, AND IMPROVEMENTS IN PROJECT IMPLEMENTATION ...		48
3.1	Summary of Issues and Countermeasures Taken in the Project Implementation.....	48
3.2	Lessons Learned from the Project Implementation.....	50
3.2.1	Sharing A Common Goal .....	50
3.2.2	Meaning of Participation in the Project for Farmers .....	50
3.2.3	Decision Making Process and Capacity Development.....	51
3.2.4	Agricultural Cooperatives in Egypt.....	52
3.2.5	Considering the Strategy Based on the Market Structure of Agricultural Produce in Egypt	53
3.2.6	Formulation of the Marketing Committee as a Countermeasure against the Inconsistent Participation of the Farmers .....	54
3.2.7	Promoting the Active Marketing Committee through Demo-farm Activities .....	58
3.2.8	Operation of Demo-farms .....	60
3.2.9	Challenges on Women's Economic Empowerment .....	60
CHAPTER 4 ACHIEVEMENT OF PROJECT PURPOSE.....		62
4.1	Achievement of Project Purpose .....	62
4.2	Terminal Evaluation .....	63
4.3	Follow-up Activities after the Terminal Evaluation .....	63
4.3.1	Recommendations from the Terminal Evaluation .....	63
4.3.2	The Seminar on Women's Economic Empowerment Activities .....	66
4.3.3	The Project Completion Seminar .....	67
CHAPTER 5 RECOMMENDATIONS TOWARDS ACHIEVING THE OVERALL GOAL .....		69
5.1	Securing the Budget of the ISMAP Implementation Unit to Ensure its Activities.....	69
5.2	Manpower Trainings within MALR.....	69
5.3	Continuous Improvement of the Extension Flow.....	69
5.4	Cooperation with Other Stakeholders .....	70

### List of Tables and Figures

Figure 2.1.1	Basic form of Extension Flow .....	6
Figure 2.1.2	Improved Extension Flow for the 2 <sup>nd</sup> Cycle .....	6
Figure 2.1.3	Outline of Organizing Marketing Committee .....	7
Figure 2.1.4	Target Districts and Villages from 1 <sup>st</sup> to 3 <sup>rd</sup> Cycle .....	8
Figure 2.2.1	Example of Cultivation Poster made by ISMAP .....	28
Figure 2.5.1	ISMAP Implementation Unit Structure Made by C/P.....	40
Figure 3.2.1	Dual Characters of Extension Flow: Decision Making and Capacity Development .....	51
Figure 3.2.2	Motivation through Decision-making and Capacity Development Process .....	52
Figure 3.2.3	Steps to Form the Marketing Committee.....	58
Figure 3.2.4	Concept of the Trial-farm.....	60
Figure 3.2.5	Concept of Model: from Model for Demonstration Effect to Model for Approach.....	61

Table 1.4.1	Workshops for Understanding the Project and Preparing the Draft Work Plan.....	3
Table 1.5.1	JSC Meetings Held.....	4
Table 1.6.1	The Period of Each Implementation Cycle.....	5
Table 2.1.1	Changes of Women Activities .....	24
Table 2.2.1	Procedure of the Activities of Output 2 .....	26
Table 2.3.1	Major Strengths and Weaknesses of the Agricultural Cooperatives .....	30
Table 2.3.2	Action Plans of the Target Agricultural Cooperatives .....	31
Table 2.3.3	Result of the Follow-up Workshop (ex. Sanabo Village) .....	32
Table 2.3.4	Extension Plan of the Agricultural Cooperatives for the ISMAP Approach.....	32
Table 2.4.1	Modification of PDM after the Mid-term Review .....	33
Table 2.4.2	Progress of Activities Recommended in the Mid-term Review (November 2018) .....	34
Table 2.4.3	Target Villages of the 4 <sup>th</sup> Cycle.....	35
Table 2.5.1	Target Villages of the 5 <sup>th</sup> Cycle.....	38
Table 2.5.2	Ideas of C/P on Reducing and Sourcing the Budget.....	39
Table 2.6.1	Outline of the Training Implementation in Japan .....	41
Table 2.6.2	Outline of the Training Program in Japan.....	41
Table 2.6.3	Summary of Discussion in the Join Workshop .....	43
Table 2.6.4	Site Visit of Good Practices in Egypt .....	44
Table 2.6.5	Target Increase of Income in Each Village for Project Purpose in PDM-3 .....	44
Table 2.6.6	List of the Manuals Prepared by the Project.....	45
Table 2.6.7	Communication with Main Development Partners .....	45
Table 2.6.8	Presentation in Seminars and Trainings.....	47
Table 3.1.1	Major Issues and Countermeasures Taken in the Project .....	48
Table 3.1.2	Strategic Approaches of the Project Team.....	49
Table 3.2.1	Agricultural Market Structure in Egypt and Project Activity .....	54
Table 4.1.1	Status of the Achievement of the Project Indicators.....	62
Table 4.2.1	Summary of the Result of the Terminal Evaluation.....	63
Table 4.3.1	Recommendations from the Terminal Evaluation and Measures Taken by the Project Team .	64

## ANNEXES:

ANNEX 1 PDM (Latest Version and Process of Updates)

ANNEX 2 Flow Chart

ANNEX 3 Detailed Plan of Operation

ANNEX 4 Assignment of JICA Experts

ANNEX 5 Trainings in Japan

ANNEX 6 Equipment

ANNEX 7 Minutes of Meetings

ANNEX 8 Other Documents

### < ANNEX 8 Other Documents >

1. End-line Survey Report
2. Proceedings of the Seminar on Approaches of Women's Economic Empowerment
3. Leaflets
4. Booklets
5. Extension Manuals

Unit :

1 feddan = 24 Karat = 0.42 ha

1 LE = JPY 6.38578, 1USD = JPY 110.423 (As of April 2019)

The Project Team: Egyptian Counterpart members and JICA Experts

## ACRONYMS AND ABBREVIATIONS

ARC	Agricultural Research Center
AfDB	African Development Bank
C/P	Counterpart
CAAC	Central Administration for Agricultural Cooperation
CAAE	Central Administration for Agricultural Extension
CAPMAS	Central Agency for Public Mobilization and Statistics
CEOSS	Coptic Evangelic Organization for Social Services
EC	Electric Conductivity
FAO	Food and Agriculture Organization
GAP	Good Agricultural Practice
GDP	Gross Domestic Product
GEDA	Green Economic Development Association
HEIA	Horticulture Export Improvement Association
IFAD	International Fund for Agricultural Development
IMAP	The Project for the Master Plan Study for Rural Development through Improving Marketing of Agricultural Produce for Small Scale Farmers in Upper Egypt
ISMAP	Improving Market-oriented Agriculture Project
JA	Japan Agriculture (Japanese Agricultural Cooperatives)
JICA	Japan International Cooperation Agency
JSC	Joint Steering Committee
KEF	Knowledge Economy Foundation
MALR	Ministry of Agriculture and Land Reclamation
MAFF	Ministry of Agriculture Forestry and Fisheries (Japanese Government)
M/P	Master Plan
NCW	National Council of Women
NGO	Non-Governmental Organization
NHK	Nippon Hoso Kyokai (Japanese broadcast association)
PDM	Project Design Matrix
PO	Plan of Operation
PRIME	Promotion of Rural Incomes through Market Enhancement
R/D	Record of Discussion
RIEEP	Rural Income and Economic Enhancement Project
SAIL	Sustainable Agriculture Investments and Livelihoods
SATREPS	Science and Technology Research Partnership for Sustainable Development
SFD	Social Fund for Development
SHEP	Smallholder Horticulture Empowerment Project
SHEP-UP	Smallholder Horticulture Empowerment & Promotion Unit Project
SWOT	Strength, Weakness, Opportunity, Threat
TOT	Training of Trainers
UNIDO	United Nations Industrial Development Organization
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
W/S	Workshop
WAT	Water-saving Technology
WFP	World Food Program
WEPP	Women's Employment Promotion Programme





## INTRODUCTION

This report presents the results of the project activities from May 2014 to April 2019. So far we have prepared the progress reports of Phase 1, Phase 2-1 and Phase 2-2 in June 2015, July 2016 and December 2017 respectively and this report is to conclude the results of all the activities of the whole project period from the commencement to termination of the project.

## CHAPTER 1 OUTLINE OF THE PROJECT

### 1.1 Background

Agriculture sector is one of the most important industries in Egypt. It accounts approximately 13% of Gross Domestic Product (GDP) and 29% of employed population in the country. The Ministry of Agriculture and Land Reclamation (MALR) formulated “Sustainable Agriculture Development Strategy 2030”. This strategy has a vision of “Achieving a comprehensive economic and social development based on a dynamic agricultural sector capable of sustained and rapid growth, while paying special attention to helping the underprivileged social groups and reducing of rural poverty.” One of the strategies to achieve this vision is to increase the competitiveness of agricultural products in local and international markets.

Agricultural sector in Upper Egypt is particularly important. Around 53% of people in this region are engaged in agricultural sector. In addition, Upper Egypt is the region with the highest poverty rate in the country. The poor population accounts for 21.6% of the total population in Egypt, and 60% of this poor population are in Upper Egypt. Also, 43.7% of rural population in Upper Egypt is categorized into poverty. Minia and Assiut governorates are in Upper Egypt. Almost 90% of the farmers in these governorates are small-scale farmers with less than 3 feddan (1.26 ha) farmland. Supporting small-scale farmers is therefore essential for poverty reduction and development in this region.

In response to this situation, JICA implemented a Master Plan Study “Project for the Master Plan study for Rural Development Through Improving Marketing of Agricultural Produce for Small Scale Farmers in Upper Egypt (IMAP)” in Minia and Assiut governorates from March 2010 to August 2012. In this Master Plan (M/P), improving agricultural production, shipment, postharvest treatment and processing for small-scale farmers based on market demand are proposed to improve small-scale farmers’ income. To promote these activities, it is important to facilitate paradigm shift of farmers’ mind from “Grow and Sell” to “Grow to sell” as well as marketing and technical support.

The Government of Egypt (GOE) requested the JICA’s technical cooperation project in Minia and Assiut governorates to promote market-oriented approach (increasing farm income through producing agricultural production based on the market demand), and capacity building of extension system, extension and agricultural cooperative staff. JICA dispatched the detailed planning survey team to develop a detailed plan of the Project from October to November 2012. Following the detailed planning survey, JICA and MALR agreed Record of Discussions (R/D) on the Project in December 2013.

### 1.2 Outline of the Project

Based on the result of the midterm review, which was carried out in January 2017, the Project Design Matrix (PDM) has been updated to “version 3”. The following is the outline of the project with updates. Underlined sentences are added items and struck out sentences are deleted ones.

## 1. Overall Goal

Agricultural incomes of the small-scale farmers in the target villages and surrounding villages in Minia and Assiut Governorates are increased.

## 2. Project Purpose

Agricultural incomes of the target small-scale farmers and surrounding small-scale farmers in the Project area are increased.

## 3. Outputs

- (1) Market-oriented extension approach is established.
- (2) Agricultural techniques for value-added products are examined and developed.
- (3) Capacities for making and implementing action plans of the agricultural cooperatives are strengthened.
- (4) Farming methods based on the market-oriented approach are deployed within the target agriculture cooperatives ~~and in districts~~.

## 4. Activities

### Output 1

- 1-1. Build the consensus of the draft plan of extension flow based on the market-oriented approach between stakeholders
- 1-2. Select target agricultural cooperatives and small-scale farmers based on the consensus of selection method
- 1-3. Conduct baseline survey of the target agriculture cooperatives and small-scale farmers
- 1-4. Provide the opportunities for dialogue between the target small-scale farmers and agricultural business stakeholders
- 1-5. Conduct trainings for the target small-scale farmers on market survey and farming action planning
- 1-6. Facilitate the target small-scale farmers to make farming action plans
- 1-7. Conduct trainings of trainers (TOT) for extension staff regarding the necessary agricultural techniques for implementing the action plans in 1-6
- 1-8. Facilitate the trained extension staff to implement technical trainings for the target small-scale farmers
- 1-9. Monitor activities based on the action plans by the trained target small-scale farmers
- 1-10. Improve the extension flow based on the market-oriented approach by examining the each activity

### Output 2

- 2-1. Identify agricultural techniques need to be examined and developed based on the study of IMAP and the action plans made by the target small-scale farmers
- 2-2. Examine and develop the techniques identified in 2-1
- 2-3. Feed examined and developed techniques back to the ToT in 1-7
- 2-4. Improve existing agricultural techniques, which are confirmed necessary through implementing the extension flow

### Output 3

- 3-1. Identify problems/opportunities of the target agricultural cooperatives for making and implementing action plans

- 3-2. Conduct trainings for the target agricultural cooperatives on making and implementing action plans for improving small-scale farmers' income
- 3-3. Facilitate staff and extension workers of the target agricultural cooperatives to support the target agricultural cooperatives for implementing the action plans made in 3-2

#### Output 4

- 4-1. Facilitate the target agricultural cooperatives to make extension plans for deploying farming method based on the market-oriented approach to other farmers within the agriculture cooperatives
- 4-2. Monitor the target agricultural cooperatives to implement the above plans
- ~~4-3. Facilitate the district agricultural offices to make extension plans for deploying farming methods based on the market-oriented approach to other agricultural cooperatives in the districts~~
- ~~4-4. Monitor the district agricultural office to implement the above plans~~
- 4-5. Facilitate the target agricultural directorates to make extension plans for deploy farming methods based on the market-oriented approach

### 1.3 Project Area

The target areas of the project are all nine (9) districts of the Minia governorate, and eleven (11) districts of the Assiut governorate.

### 1.4 Project Set-up

#### 1.4.1 Preparation of the Work Plan

The field activities were commenced in June 2014. The Project Team held workshops (W/S) twice in that June inviting all the counterpart members to formulate the draft work plan for the phase I. The following table shows the summary of these workshops.

**Table 1.4.1 Workshops for Understanding the Project and Preparing the Draft Work Plan**

	Date (Venue)	Participants	Objective	Outline of the Workshops
First W/S	16 – 18 June (Cairo)	6 from Cairo, 4 from Minia, and 8 from Assiut (18 participants in total)	Understanding the contents of R/D, Introduction of the SHEP approach	<ul style="list-style-type: none"> <li>• Read each sentence of the R/D to have common understanding among the Project members.</li> <li>• Introduced the SHEP approach including the concept of market oriented approach and specific activities.</li> </ul>
Second W/S	24 – 26 June (Minia)	1 from Cairo, 6 from Minia, and 7 from Assiut (14 participants in total)	Formulating the draft work plan	<ul style="list-style-type: none"> <li>• Conducted the SWOT analysis and shared MALR's strengths, weaknesses, opportunities, and threats.</li> <li>• Discuss each project activity and got consensus on how to implement them.</li> <li>• Discussed how to incorporate gender mainstreaming into the project activities and shared ideas.</li> </ul>

Note: there was only one participant from Cairo in the second W/S due to urgent work for the new Minister in Cairo.

At the first workshop, the participants read the Arabic version of the R/D (tentative translation) one sentence and another to understand agreed items between JICA and MALR as well as detailed project activities. At the second workshop, a SWOT analysis was conducted and the participants discussed each project activity and developed a practical work plan after identifying MALR's strengths, weaknesses, opportunities, and threats. The draft work plan was formulated based on the results of these workshops.

### 1.4.2 Establishment of JSC and Project Management, and Agreement of Extension Flow

The ministerial decree was issued in the beginning of August 2014, and the Joint Steering Committee (JSC) was officially established. The Head of Central Administration for Agriculture Extension (CAAE) under Agriculture Extension Sector was added to one of the JSC members. Also, the Project Management and Technical Committees in Minia and Assiut were established, and project offices were set up in both Minia and Assiut governorates. The first JSC meeting was held on 26<sup>th</sup> August 2015. The purpose of the first JSC meeting was to share the Work Plan for the phase I and get consensus on it. At the end of the JSC meeting, the Work Plan and the extension flow were approved by the JSC members.

### 1.5 JSC Meetings

Joint Steering Committee meeting was held twice per year to share the progress and issues of the project activities and discuss them to improve the situations. The following are the JSC meetings held during the project period.

**Table 1.5.1 JSC Meetings Held**

JSC	Date	Venue	Participants	Agenda
1 <sup>st</sup> Meeting	26 <sup>th</sup> Aug. 2014	MALR Cairo	23	Presentation of the project outline and Work Plan and agreement on Extension Flow
2 <sup>nd</sup> Meeting	11 <sup>th</sup> Jun. 2015	MALR Cairo	21	Progress of the activities, discussion of issues and schedule, presentation of Extension Manual
3 <sup>rd</sup> Meeting	28 <sup>th</sup> Jan. 2016	MALR Cairo	19	Discussion on the major issues (inconsistency of participation) and solutions
4 <sup>th</sup> Meeting	26 <sup>th</sup> Jun. 2016	MALR Cairo	22	Discussion on improvement of Extension Flow (Introducing Marketing Committee)
5 <sup>th</sup> Meeting	26 <sup>th</sup> Jan. 2017	MALR Cairo	20	Presentation on the results of the Mid-term review
6 <sup>th</sup> Meeting	19 <sup>th</sup> Jul. 2017	MALR Cairo	26	Progress of implementation of the actions for the recommendations of the Mid-term review and approval of the PDM version 3.
7 <sup>th</sup> Meeting	14 <sup>th</sup> Feb. 2018	MALR Cairo	20	Presentation of the Work Plan for Phase 3 and sharing progress of the activities.
8 <sup>th</sup> Meeting	21 <sup>st</sup> Nov. 2018	MALR Cairo	30	Presentation of the results of the Terminal Evaluation
9 <sup>th</sup> Meeting	5 <sup>th</sup> Mar. 2019	MALR Cairo	25	Presentation of the progress of the actions for the recommendations from the Terminal Evaluation and confirmation of the Implementation Unit after the project

### 1.6 Project Implementation Cycle

The project covered all the target area, namely 20 districts, by three (3) cycles. After the three (3) years of implementation, the mid-term review was carried out. According to the recommendations of the mid-term review team, six (6) target villages from the previous three (3) cycles were selected for implementing the 4<sup>th</sup> cycle in order to make success stories by intensive project activities in the active villages selected from the previous target villages. The project further selected new six (6) villages in the last year of the project as the 5<sup>th</sup> cycle to try out the provisional project implementation system to be applied after the project ends. After the terminal evaluation in November 2018, activities for another five (5) villages for the summer crop season in 2019 started. The activities for this villages will be taken over by the Implementation Unit, which has been established within MALR. The total number of the target villages is, therefore, 31 including the targets of the summer crop season.

**Table 1.6.1 The Period of each Implementation Cycle**

Cycle	Period	Targets
1st Cycle	Aug. 2014 to Jun. 2015	3 districts (3 villages) in Minia, 3 districts (3 villages) in Assiut
2nd Cycle	Aug. 2015 to Jun. 2016	3 districts (3 villages) in Minia, 4 districts (4 villages) in Assiut
3rd Cycle	Jul. 2016 to Jun. 2017	3 districts (3 villages) in Minia, 4 districts (4 villages) in Assiut
4th Cycle	May 2017 to Jun. 2018	4 villages in Minia, 4 villages in Assiut (According to the recommendation of mid-term review, the villages were selected from the previous targeted villages)
5th Cycle	Jul. 2018 to Apr. 2019	3 villages in Minia, 3 villages in Assiut (To confirm the project implementation system by counterpart, new villages were selected.)
6th Cycle	Feb. 2019 -	2 districts (2 villages) in Minia, 3 districts (3 villages) in Assiut The villages were selected for the summer crop season 2019. Activities will be taken over by the Project Implementation Unit (PIU).

## CHAPTER 2 THE PROJECT ACTIVITIES

### 2.1 Activities for Output 1

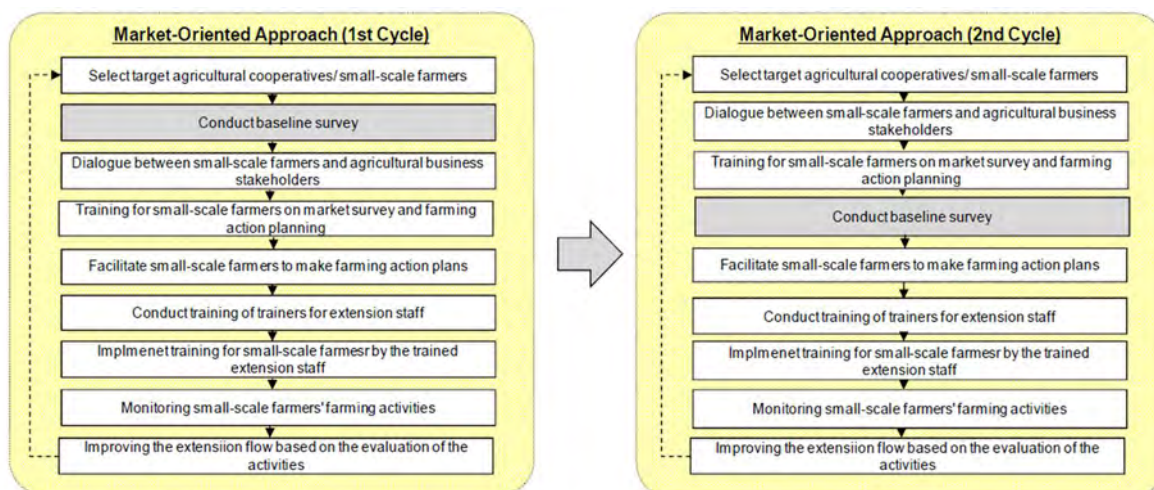
#### 2.1.1 Establishment and Improvement of Extension Flow Based on the Market-Oriented Approach

The Project Team has proceeded with the Project activities based on the Extension Flow that the Team and C/P agreed on at the time of commencement. As shown in the Figure 2.1.1, the Basic Extension Flow is composed of 4 steps, namely “Sharing goal with farmers”, “Activity to know market needs”, “Planning based on market needs”, and “Technical assistance based on market needs”. The Project team has prepared a detailed implementation plan of each steps in the flow in compliance with the basic form of Extension Flow, and improved the flow through the Project activities.



**Figure 2.1.1 Basic Form of Extension Flow**

Based on the lessons obtained in the 1<sup>st</sup> cycle, the Project Team improved the Extension Flow for the 2<sup>nd</sup> and 3<sup>rd</sup> cycles. Maintaining the basic form of the 1<sup>st</sup> cycle, the Team shifted baseline survey so that it came to just before the activity for making farming action plans. The reason why the Team changed the activity order like this was the inconsistency of the farmers’ participation. The Team considered suitable that the same farmers, who will make farming plan, should carry out the baseline survey. In addition to the modification above, the implementation schedule of market survey and business dialogue was changed from the 1<sup>st</sup> cycle to 2<sup>nd</sup> cycle. The market survey was done first in the 1<sup>st</sup> cycle, while it was done after business dialogue in the 2<sup>nd</sup> cycle.

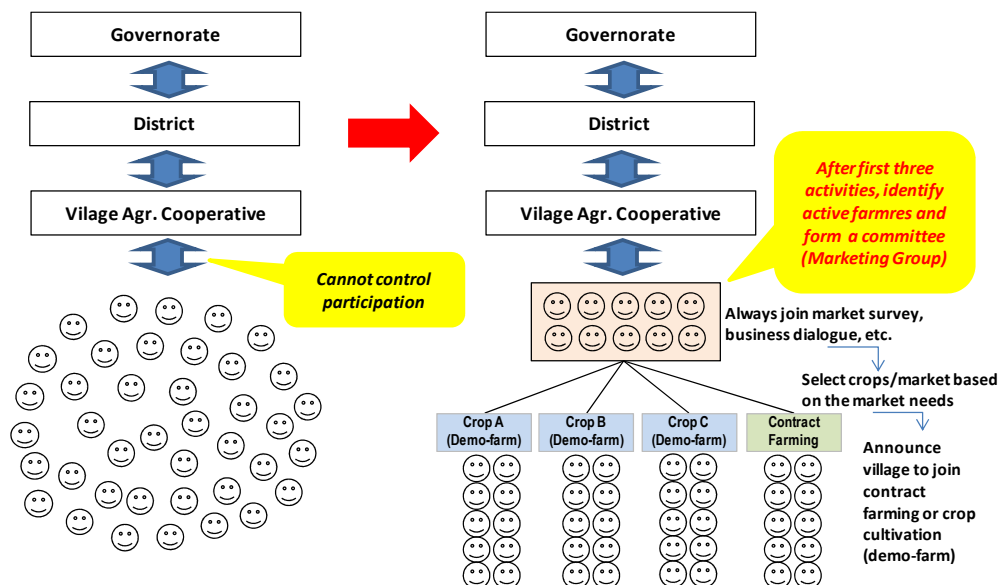


**Figure 2.1.2 Improved Extension Flow for the 2<sup>nd</sup> Cycle**

As mentioned above, the Project has faced to the big issue of inconsistency of the farmers’ participation since the 1<sup>st</sup> cycle. To tackle this issue, the Team carried out various countermeasures as shown in the

following. However, it was difficult to fully solve the problem. One of the main reasons for this seemed to be the management abilities of the village agricultural cooperative officers. The average population of an Egyptian village is 10,000, therefore the village agricultural cooperative members cannot possibly all know each other. Actually, the village agricultural cooperatives still remain unchanged as government-initiated cooperative, which has functioned as a service provider for subsidized fertilizer distribution. The village agricultural cooperative officers requested the board members of the cooperative to send out a message to the target farmers, but it was difficult for them to control the participation of the farmers beyond requesting the board members.

Furthermore, as indicated by the population size of typical Egyptian village, villages have become semi-urban areas, and small-scale farmers often get the opportunity to get a day-wage labor, which made it difficult for them to be continuously involved in the project activity. It also implied that the project activities were not attractive enough for these farmers to invest themselves. Considering this situation, the Project Team came up with the idea of forming a group of active and consistently participating farmers to name it “Marketing Committee” and have it served as the core of the project activities in the village. The following outlines the procedure of forming the marketing committee.



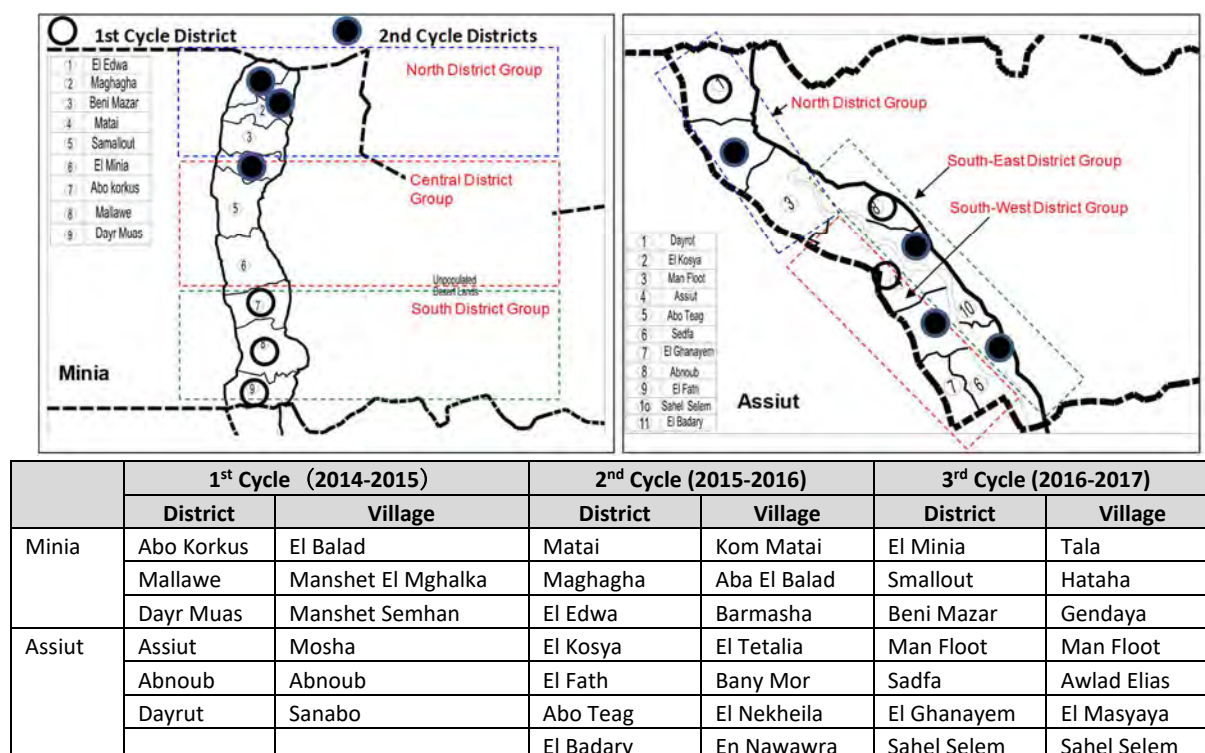
**Figure 2.1.3 Outline of Organizing Marketing Committee**

The following sections describe the activities carried out by each step. Firstly, the activities carried out for the initial three (3) cycles are reported and the activities carried out after the mid-term review (4th cycle and after) are reported.

### 2.1.2 Consensus Building on Selection of the Target Village Cooperatives and Farmers

The project activities were carried out with selecting one village from each district in two target governorates and its cycle was set to be one year, so that all the 20 districts would be covered through three (3) cycles. There are nine (9) districts in Minia governorate, and 11 districts in Assiut governorate. Therefore, all the districts were divided into three (3) groups: three (3) districts each in Minia and Assiut were selected for the 1<sup>st</sup> cycle, and three (3) districts in Minia and four (4) districts in Assiut were selected for the 2<sup>nd</sup> and 3<sup>rd</sup> cycles. At the time of commencement of the project activity, the Project Team explained about the project activity to the target district officers.

Japanese expert team proposed to divide the target governorates into three (3) blocks of North, Middle and South parts for the selection of target districts and choose one (1) district (one (1) village) from each block as a target. This proposal aimed that the target villages in the 2<sup>nd</sup> and 3<sup>rd</sup> cycles will be located near the 1<sup>st</sup> cycle villages and easily access the former target villages to exchange their experiences with them. While C/P in Assiut accepted this proposal, C/P in Minia argued that the project should focus on three (3) districts in the South part of the governorate for the 1<sup>st</sup> cycle so that monitoring of the target villages can be done efficiently. However, they eventually found it was difficult to visit more than two (2) villages within a day. Therefore, they selected target districts from both of North and Middle parts for the 2<sup>nd</sup> and 3<sup>rd</sup> cycles. The following map shows the selected target districts / villages for each cycle.



**Figure 2.1.4 Target Districts and Villages from 1<sup>st</sup> to 3<sup>rd</sup> Cycle**

### (1) Discussion on the Selection of the Agricultural Cooperatives

At the time of commencement, the Project Team discussed the selection criteria for the agricultural cooperative (village), how to obtain information related to criteria, and how to evaluate it. The criteria include the following aspects: activeness of cooperative board (if they do their own unique activity), if the number of extension officer the cooperative is enough, if the cooperative has a special product (checking how wide horticultural farming prevails in the village), and the financial status. With regard to the willingness to join the project activity, which is the most important factor, the Team visited the higher rated cooperatives to see their condition after examining the questionnaire submitted by the interested cooperatives.

### (2) Project Explanatory Meeting with the Cooperative Representatives in the Target Districts and Selection of the Target

The Project Team held an explanatory workshop for the agricultural cooperative representatives in the target districts before starting the activities. In the explanatory workshop, the Team explained the project outline and explained that the project would select 40 target farmers in a village, distributing the



questionnaire for the selection. In addition, the Team explicitly explained that what the project would offer is training and dialogue opportunity with agri-business partners so that no financial incentive would be provided by the project unless MALR offers. After having all the agricultural cooperatives aware of the condition explained above, the Team requested the cooperatives to express their intention to join the project.

### **(3) Discussion on the Selection of the Target Farmers in the Target Agricultural Cooperatives (Villages)**

As for the selection of the target farmers in the selected target agricultural cooperatives, the Project Team decided the selection policy based on the opinions from cooperatives. The following shows basic concept of the selection of target farmers.

1. The project aims at supporting small-scale farmers through the village agricultural cooperative and, at the same time, expects the extension officers in the cooperative to expand the activity widely in future. Especially for the realization of the latter expectation described above, it is required for the agricultural cooperatives to work on their own initiatives, not to be left behind as just an entry point. Therefore, it was essential for the agricultural cooperatives to select the target farmers responsibly.
2. In addition to the basic selection criteria for selecting appropriate target small-scale farmers for extending market-oriented farming, the agricultural cooperatives can reflect their own future vision of their village on the selection of target farmers.
3. First, the Project set the following criteria as prerequisites for target farmers.
  - (1) To select one whose farming land is less than three (3) feddan.
  - (2) To select those who have willingness to participate in the Project
  - (3) To prioritize widows and women groups (its representative).
4. Next, the project requested the agricultural cooperatives to show their future vision of their village and then asked the cooperatives to select the target farmers in reference to their future vision. However, the project inferred that such request would be too abstract for the cooperatives. Therefore, the project asked the cooperatives to refer to the following options when they select the target farmers.

〈Options for the future vision of village〉

- (1) Agricultural development by organizing farmers (Group making)  
In this case, the farmers who are interested in group activity will be selected.
- (2) Support for individual farmers  
In this case, the cooperative shall select the individual target farmers considering farmland location in the area, and equal distribution among large families in the village.
- (3) Facilitate women activity in the village  
In this case, the cooperative shall prioritize widows and women groups.
- (4) Others (the cooperatives shall select the farmers in reference to their own vision.)

As described above, the Project Team requested the agricultural cooperatives to select target farmers based on both prerequisites of the project proposed and the future vision of village. By requesting the

cooperatives to go through the selection process of target farmers based on their vision, the Team intended to cultivate the motivation of the agricultural cooperatives to extend the activities to support the farmers.

In the 2<sup>nd</sup> cycle, the Team added two standards for the selection of target farmers: to select at least 10 women and to try to select those who are less than 50 years old. Initially, the Team expected both of husband and wife in a household to participate in the project activity together. However, it was found that when a husband attended a workshop, his wife did not attend the same workshop. That was because of the rural custom that segregates women from men. Therefore, the Team modified the idea for the target selection and set the target women beside the target men, allowing any women who are interested in the project to join as a target. The explicit explanation on the project made the family members of the women understand its intension and eventually allowed smooth involvement of the target women. After that, the women's activity in the project was implemented apart from the support activities for farming by target men (farmers).

Some cooperative officers casted doubt on the prerequisite of target age, which the Project Team introduced to select young farmers as targets, and they argued that there were elderly farmers who were willing to learn something new. Hence, the Team accepted flexible operation of this prerequisite, and did not limit the participation of elderly farmers as long as they have willingness to learn. However, as a result, the average age of the target farmers from the 2<sup>nd</sup> cycle became lower.

#### **(4) Orientation Workshops for the Target Agricultural Cooperatives (Villages)**

The way of announcement of orientation workshop in the village is different from village to village. For example, some cooperatives informed the farmers who came to the cooperative to report their cropping area to buy subsidized fertilizers, some made an announcement using a speaker at mosque, and some requested cooperative board members to send out the information.

The orientation workshop was composed of three (3) parts: explanation of the project outline (Extension Flow), gender main streaming, and the participatory exercise to clarify the gender situation (role demarcation by sex, etc.). From the 2<sup>nd</sup> cycle, the Project Team introduced the activity record of the past cycle(s) using pictures in order to facilitate the participants' understanding of the project activity. Furthermore, the Team started utilizing passport, in which the farmers can keep record of their participation and stamping as an evidence of their participation. The project introduced the passport expecting to promote consistent participation of the farmers. Although the passport was just a simple notebook with the farmer's portrait photo attached, farmers liked it very much.

After the explanation of the project outline, the Team discussed with the participants how to sell farming produces at high price. In some villages, no one said their opinions just asking the Team to provide them with the answer, while the participants promptly pointed out quality improvement and crop diversification in other villages. Generally speaking, it seemed the larger the villages were, the more farmers had their ideas for selling at high price. The opinions found in every village were general notion like price of farming produce fluctuates according to the balance of demand and supply.

The Team explained some concrete ideas for marketing improvement to the participants. For instance, product quality will be highly appreciated in the export market and markets in urban cities. To access such markets, it is required to contact agri-business companies. On the other hand, price making factor in the local market is a balance of demand and supply so that one of the effective strategies in the local

market is selling in lean season of the farming produce. The Team also explained that the project would introduce farming techniques such as inter-cropping as a measure to harvest in the lean season.

The Team carried out gender workshop as a part of the orientation workshop so as to grasp the gender related situation such as rural custom of gender-based segregation. While the gender workshop was held on another day of the orientation workshop in the 1<sup>st</sup> cycle, it was held on the same day of the orientation workshop after the 1<sup>st</sup> cycle.

The gender workshop included four (4) kinds of exercises to reveal the difference of men and women in their role and contribution, namely 1) role and responsibility in farming management by crop, 2) Role for decision making, 3) Access and control of resources, and 4) daily calendar. The following shows the summary of gender workshop findings.

- People in Assiut governorate seemed to be more conservative than people in Minia governorate. In fact, the women in Assiut governorate are more limited in their work on the farmlands than the women in Minia governorate.
- Women are usually responsible for taking care of livestock; yet, women are not even allowed to move livestock between their homes and the farmland in some villages. In such villages, women's activities are more restricted than in other villages.
- Women are often involved in crop selection to secure sufficient amounts of maize and wheat for their home consumption. They do this by asking their husbands to cultivate maize and wheat in a certain area, but not suggesting ideas related marketing like which crop can be sold at high price.
- Women are able to control profits from livestock and dairy product. In addition, many women mentioned that they were able to access their husbands' farm incomes. This indicates that women's decisions and opinions on household income are respected by their family members.

### **2.1.3 Baseline Survey**

The Project Team carried out a baseline survey expecting it to become an opportunity for the target farmers to be aware of their current farming status and what they shall do to increase their farming income. In the 1<sup>st</sup> cycle, the baseline survey was implemented just after selecting the target farmers so that it was the first activity in the Extension Flow. Before carrying out baseline survey, the Team held the training for district officers, agricultural cooperative officers and extension officers for the baseline survey and market survey. Following this, the extension officers supported some of the target farmers, who were illiterate at the time of the baseline survey.

As explained already, the baseline survey was implemented at the same time as the farming plan making in the 2<sup>nd</sup> cycle, because it was found difficult to maintain continuous participation of the target farmers. In the 1<sup>st</sup> cycle, many of the farmers who joined the baseline survey dropped out and new farmers came to join after. Therefore, the Team changed the order of activities in the Extension Flow, intending to ensure that those who made farming plan to be same as those who carried out the baseline survey.

In the 3<sup>rd</sup> cycle, the highly motivated farmers formed the marketing committee and the committee made farming plan, based on which the technical training was planned and implemented. After that, the project invited other farmers who were interested in the technical training by crop. Therefore, the baseline survey covered the member of marketing committee and the farmers who showed their interest in the technical training. In the final form of Extension Flow, the implementing method of the baseline survey

follows the way applied in the 3<sup>rd</sup> cycle.

#### **2.1.4 Support for Implementation of Market Survey**

The Project Team started preparing for a market survey in October 2014 in the 1<sup>st</sup> cycle. Firstly, Japanese experts prepared the draft survey format based on “Implementation Process for ‘SHEP’ Approach (Guideline with Ideas and Sample Format used by SHEP UP)” (May, 2013). Then the survey format was finalized in the meeting with C/P. After that, C/P carried out the preliminary market survey so that C/P developed their understanding on the market survey and confirmed the implementation method, purpose and effectiveness of market survey and also the suitability of the survey format. At the same time, they informed the wholesalers at the market place that the market survey would be implemented.

Although C/P initially casted doubt on the effectiveness of market survey because they believed that farmers already knew well about local market, they seemed to realize that the market survey was meaningful by carrying out the preliminary market survey by themselves. After the preliminary market survey, C/P took the initiative in carrying out market survey training for farmers. Since there were some farmers who are illiterate, the extension officers from the district office and village cooperative joined the survey to support them. The workshops were held in each village after the survey in order to share the experience and progress of the project activities with those who participated only a part.

In the workshops, some farmers pointed out that they found new vegetable varieties and some said that they were disappointed to find the prices of some crops were under their expected levels. In addition to sharing the experience of the market survey, the Team shared the results of the baseline survey and gender workshop.

During the 2<sup>nd</sup> cycle, a preparatory workshop to discuss what to survey at the market survey was held in each target village. The purpose of the workshop was to clarify what farmers already know about the market and what they do not and then the participants discussed what kind of market information they need to know and specific items to survey were clarified through the workshop. The following is a summary of the results of the discussion.

##### **Farmers already know:**

- Most of farmers sell their produce at local markets in the village, where they also get price information from reliable middlemen.
- Some of the middlemen provide loans.
- Farmers get price information at district wholesale markets, during the harvesting period.
- Market price is based on supply and demand.
- Vegetable prices increase in the off-season.
- Prices of tomatoes and French beans are high in September and October.
- Prices of sugarcane is high in June and July.
- Price of potatoes is high in December, January and March.
- Prices of garlic and onions for export are different from the prices for the domestic market.
- Large-scale farmers export their produce, which raises prices of exported crops at local markets.
- Tomatoes have two grades based on color and size, which are the main quality standards at the market.

##### **Farmers want to know:**

- What crops are in high demand at market
- Wholesale price of fruit and vegetables.
- High price period of each crop.

- New wholesalers.
- Good varieties and good agricultural chemicals and their suppliers.
- Recommended varieties for export.
- Commission for wholesale and the trading system of wholesalers.
- Possibility of dealing with wholesalers with fixed prices.
- Wholesalers' prospects of the market for the next year.

Based on the opinions obtained in the workshops, the Team improved the survey format for the 2<sup>nd</sup> and 3<sup>rd</sup> cycles. Furthermore, the market survey trainings were implemented in relatively large-scale markets in the capital of Minia and Assiut. It was because such markets in the capital were accessible to the farmers. In Assiut, there were many farmers who had never visited wholesale market in Assiut city. For such farmers in Assiut, visiting such market was a good opportunity for them to get to know new wholesalers.

In the sharing workshop held after the market survey, many farmers gave what they found in the survey. For instance, some pointed out that specific crop's price was largely affected by production from its production area, and product quality required to deserve high price. However, it was difficult for the farmers to come up with concrete idea of strategy they should take based on the findings. Certainly, it would be also reasonable decision for the farmers not to spend their energy to new endeavors, considering the risk they would take and unstable market condition they have.

However, some farmers took prompt actions in response to the market needs. For example, the target farmers in Sahel Selem village in Assiut governorate, which was the target of the 3<sup>rd</sup> cycle, got the information that they could sell potatoes at high price if they would start its cultivation in the middle of September. Immediately after the market survey, the farmers in Sahel Selem village showed their intention to try potato cultivation, which they had never experienced before. In response to such farmers' enthusiastic attitude, the Team advanced the date of technical training of potatoes from the schedule.

### **2.1.5 Business Dialogue with Agri-business Stakeholders**

#### **(1) Preparation for Business Dialogue with Agri-business Stakeholders**

Business dialogue with agri-business stakeholders is one of the activities to understand the market needs. While it was implemented after the market survey in the 1<sup>st</sup> cycle, it was implemented before the market survey in the 2<sup>nd</sup> and 3<sup>rd</sup> cycles. Firstly, in the 1<sup>st</sup> cycle, the Project Team collected the information of agri-business stakeholders. Then, the Team obtained the list including more than 500 agricultural export companies in Cairo from the websites of Food industry organizations such as the Chamber of Food Industry and Food Export Council. Furthermore, the Team collected the information of 38 companies, which supply fresh or frozen vegetables in the supermarkets in Cairo.

The Team prepared the questionnaire to ask these companies whether they were interested in business dialogue with small-scale farmers and the briefing document of the project. The Team sent an e-mail to the 398 relative companies (e-mail addresses of 123 companies out of 398 were invalid). Eventually, six (6) companies responded with their interest in participating in the business dialogue.

In Minia and Assiut governorates, the Team also obtained the list of retail and wholesale companies and agricultural processing firms which were registered in the chamber of commerce and industry in the governorates. The total number of companies registered was more than 400 in each governorate. However, most of these companies had no information of e-mail. Therefore, the Team selected the companies which seemed to be appropriate from the list and visited them so as to narrow the candidate

companies to invite to the dialogue.

## **(2) Implementation of Business Dialogue with Agri-business Stakeholders**

The original plan of the Project at the outset was to firstly hold the forum inviting local agri-business stakeholders in the target governorates so that the Project Team can examine the willingness and capability of the farmers. After this examination, the Team was to decide whether to hold the dialogue with the exporters in Cairo. However, the Team changed the original plan and decided to carry out both of the dialogues, because some of the directors of cooperatives and target farmers showed their willingness to aim for collective marketing to the markets outside the local area. The Team, therefore, made the decision to motivate those directors and farmers to participate in the business dialogue and to maximize the cost-effectiveness for the exporters from Cairo.

Business dialogue was held in a hotel hall respectively in Minia and Assiut, from 10 a.m. to 3 p.m. Since there were a limited number of companies and organizations participated in the dialogue, the Team asked them to firstly give a presentation to introduce to their activities and needs for small-scale farmers. After that, the companies and organizations answered questions and had further discussion with farmers.

The companies joined the dialogue with good intention to contribute to increasing farm income of small-scale farmers. However, it does not mean that they are volunteers. The companies explicitly explained what conditions were required to deal with them. For example, they pointed out that the companies like them cannot deal with individuals but only with the organized farmer group, which can provide sustainable supply of produce, and also obtaining GLOBALGAP is the minimum requirement for export. Such attitude of the companies led to the serious discussion. The companies also argued what they expected to the government to do, especially about the role of government to organize farmers to conquer the vulnerability of the existing cooperatives.

The Team also used this opportunity of dialogues to introduce to promising techniques to the farmers. For instance, the Team invited the person involved in WAT, which is one of JICA projects, to introduce to the improved cultivation technique of fodders. The Team considered that this technique can contribute to the income increase of farmers since fodders cultivated by this technique can improve nutrient valance for domestic animals and eventually lead to the increase in milk production. In addition, tunnel cultivation of Jews marrow (moloheiya) in winter was introduced. It was commonly carried out by the farmers in the outskirts of Minia city to sell Jews marrow in off-season. The Team also invited agricultural inputs dealers, wholesalers, hotels and agricultural researchers.

## **(3) Modification in Implementation Method of Business Dialogue and Support Policy of Contract Farming**

The Project held the business dialogues as explained above three (3) times in total in three (3) years. In the 3<sup>rd</sup> cycle, as usually did in the past cycles, the Team sent e-mails to 300 agro-industrial companies in Cairo inviting them to the business dialogue. However, the Team could not get enough companies' participation. Therefore, the business dialogues were postponed. The reason why the companies did not show their interest in the business dialogues in the 3<sup>rd</sup> cycle was assumed that no companies participated in the dialogue made a deal with farmers successfully in the past two (2) times of dialogues.

In response to the above-mentioned situation in the 3<sup>rd</sup> cycle, the Team changed the implementation method of business dialogue. Many farmers in Egypt wish to have a contract with companies so as to get stable farming income, even though they actually tend to be skeptical when it comes to negotiate

with companies. Considering high expectation for contract farming Egyptian farmers have, the Team put the business dialogues out of the Extension Flow and made it to be one-to-one negotiation, intending to increase the success probability of deals between promising farmers and companies. As a result, the business dialogues were held on-demand basis when a company contacts the Project.

#### **(4) The Condition After Business Dialogue**

There were some cases in which the target cooperative officers distributed the contact list of companies to farmers and some farmers succeeded in making a contract with company. In the 1<sup>st</sup> cycle, farmers in Manshet El Maghalka village in Minia governorate tried contract farming of sweet potatoes with a company which joined the business dialogue held in 2014. In Assiut governorate, a group of farmers in Tetalia village contacted the dealer of soybean that the farmers got to know in the business dialogue in 2015, and made a deal with the dealer selling soybeans from 9 feddan. The following summarizes the trials of contract farming made during the project period, including the dialogues held after the 3<sup>rd</sup> cycle.

##### **Trial of contract farming 1: Sweet Potatoes**

Arranged by the head of the agricultural cooperative in Manshet El Maghalka village, Mallawe district, Minia governorate, a contract farming of sweet potatoes with Agrofood Company had been practiced by 3 farmers with a total of 3 feddan (1.26 ha). The farmers started cultivation using the seedlings provided by Agrofood Company in July, 2015. The farmers and cooperative officers considered it as a pilot scheme to examine whether their quality of the produce can satisfy the requirement by the company and decide if they can scale up the contract farming.

Since the produce was to be exported to overseas, there were some conditions given by Agrofood Company: not to use any agro-chemicals, and to use the seedlings provided by Agrofood Company. The company dispatched its staff to instruct the farmers on proper post-harvest grading. The three (3) farmers finished harvesting before 16 December 2015. However, the farmers faced a trouble with the company before harvesting, disputing about cost allocation of materials and transportation, since they did not make a documented contract with the company. Furthermore, the company finally bought only the produce with good quality, which accounted for 25% of total production. As a result, the farmers had no choice but to sell remained produce at local markets.

In this case, the documented contract was not prepared, which eventually led to the trouble between the company and farmers. It is inferred that company side hesitated to make a contract with unfamiliar farmers, and also farmers did not understand enough what contract farming should be. Both sides seemed to have tried to get the upper hand of the other in the successive negotiation throughout the cultivation period. Therefore, support by agricultural cooperatives and extension officers such as supervising and organizing the contract seemed to be necessary. Although the contract farming of sweet potatoes did not expand after the pilot case above in the village, the farmers surely found that the produce with good quality could be sold at high price as twice as local price and kept positive attitude to contract farming.

##### **Trial of contract farming 2: Okra**

The Project contacted the companies which seemed to relatively be interested in a deal with small-scale farmers and confirmed their intention. Among them, Frozina Company, which exports frozen vegetables, expressed their intention to be engaged in okra cultivation in Minia governorate. Frozina Company was one of the participants of business dialogue in the 1<sup>st</sup> cycle. The company wished to firstly

have a successful deal with small-scale farmers no matter how many of farmer engaged in, and to scale up their contract farming of okra in future.

Frozina Company had purchased okra for their products through middlemen and had a problem such as quality of okra from those middlemen. Therefore, the company was eager to have a direct deal with farmers. They expected the government to introduce good farmers since they had difficulty in finding such farmers.

The business dialogue with Frozina Company was arranged at the Minia Agricultural Directorate on 12<sup>th</sup> March in 2017. About 70 farmers from eight (8) villages participated in the meeting and had active discussion with the company. In the discussion, the company requested to cultivate Japanese variety and harvest it with the length of three (3) cm. However, the farmers were anxious about trying such new variety. As a result of the discussion, they decided to establish a demo-farm in the initial year so that the farmers can learn cultivation and harvesting methods. The company positively agreed with this idea and offered provision of seeds and fertilizers for the demo-farm, which implied that the company sought long-term profit. The demo-farm was to establish in Kom Matai village and the Project Team agreed to support the farmers from other villages to visit the demo-farm to learn the cultivation.

The Project supported the preparation for demo-farm establishment, such as selecting the farmers who was to be responsible for demo-farm management, making the contract with the company, and procurement of seed by the company. During the preparation, C/P argued that the company should be responsible for supporting the farmers for whole procedures from obtaining seed certificate to training of farm management. The argument was made because C/P were apprehensive that the farmers might suffer disadvantage. The JICA expert advised C/P to consider the risk that companies could be reluctant if the government requested company to follow too much conditions.

As a consequence, the demo-farm was canceled. Eventually the company did not come to the site. It seemed because the company had started okra demo-farm in another village in Minia cooperating with an NGO. The NGO behaved like an agent of the company in the village. Such “agent” seemed to have reduced the burden of the company’s operation in the village and to be more convenient partner for the company compared to the government. How the government can intervene with the private sector was recognized as an issue to be discussed through this experience.

### **Trial of contract farming 3: Onions**

In May 2017, Olam Company, which exports dried onion, contacted the Project Team saying that the company wished to try to purchase onion from small-scale farmers in Assiut governorate. The company had been receiving the newsletter from the project and got to be interested in the project activity.

The Team informed all of 11 target villages about the company’s offer and nine (9) villages showed their interests. In response to this, the Team organized the business dialogue with Olam Company on 21<sup>st</sup> June, 2017. 103 participants including cooperative officers joined the dialogue. In the dialogue, Olam Company firstly explained their company background and contract farming of onion, then clarified the details of contract farming through the discussion with farmers. After the discussion, 4 villages, namely Man Floom, El Tetalia, Abnoub, and El Mashaya villages, showed their strong willingness to be engaged in the contract farming with the company.

In June 2017, the government executed the reduction of subsidies for gasoline, which caused an increase of gasoline price and resulted in uncertainty of increase of production cost. Considering such economic



circumstances, the company reconsidered the terms of contract and postponed its contact with the farmers. Finally, the company held the explanatory meeting in Man Froot village in August 2017. However, the farmers maintained to be skeptical to the company. As a result, only one large-scale farmer agreed to try a pilot cultivation of onion in the field of six (6) feddan.

The farmer who agreed with the contract farming with Olam Company in Man Froot village managed large-scale farm and also ran a business as a middleman. This kind of farmer seemed to have high potential to take a risk accompanied with a deal with new business partner or introduction of new technique. Although the project target is small-scale farmers, the cooperation with large-scale farmers and middlemen is essential for effective support for small-scale farmers.

The contracted farmer commenced onion cultivation in August 2017 after receiving the seedlings from the company. The Team organized an observation tour of the farmers who had an interest to visit the pilot farm in Man Froot village, and supported scale-up of the contract farming. In addition, in October 2017, the Team organized a field day, in which 43 farmers and eight (8) cooperative officers participated. Onion in the field grew very well since the company provided good seedlings and dispatched an agronomist who inspected the field condition and advised the contract farmers. Such situation in the field seemed to have motivated the participants. However, no farmer newly made a contract with the company after that. It was found that it was not easy to maintain the commitment of both sides of farmers and companies.

#### **Trial of contract farming 4: Direct sale to large retail store**

Recently in Egypt, major retail stores started coming to local cities. The Project Team had approached such retail stores about making a direct sale area in the store. If farmers could directly sell their produce to the consumers setting price by themselves, they could get middlemen's commission and earn more income even though the sales amount would be limited. In reference to the example of direct sales observed in the training in Japan, the Team organized the business dialogue with retail stores so as to diversify the market channels for farmers.

In September 2017, the Team asked the supermarkets whether it was possible to run a business model in which farmers sell their produce in an area in the supermarket and the supermarket takes a commission fee from them. Raya Mall in Minia governorate did not accept this idea. However, Hyper Panda in Assiut governorate gave a relatively positive response, saying that they can consider it if they could confirm the number of farmers who would join, the amount and variety of vegetables to be supplied, and the existence of registered organization which can make a contract.

Having the response from Hyper Panda, the Team held a meeting in Bany Mor village, which is the nearest target village from Hyper Panda (15 minutes by car), and explained the idea of direct sales in the supermarket to the farmers and cooperative officers. On the following day, the Team organized the observation tour for the farmers to visit the supermarket. The farmers observed the quality of farming produce sold there and discussed how much they would be able to earn if they sold their produce in the supermarket. At first, five (5) farmers showed their interest in the direct sales activity and the cooperative also agreed to make a contract with the supermarket on behalf of them. However, eventually after the discussion in the village, it was found that no farmers showed their willingness to be engaged in the direct sales. It was because they saw everyday transportation cost as a problem for them.

## **Trial of contract farming 5: Cucumbers**

In Assiut governorate, Ganen Company, which wished to try cultivating a new variety of cucumbers in Assiut governorate, contacted the Project. Ganen Company provided two (2) farmers in Man Floom village with the new variety seeds and asked these farmers to try to cultivate it. However, the farmers could not contact the company even after the harvesting started. Then they sold their cucumbers at the local market. As observed in the past cases, companies do not always keep faithful attitude to farmers. Although farmers generally have a keen interest in contract farming, they tend to be so skeptical to companies when it comes to business negotiation. Furthermore, unfaithful attitude of companies toward farmers also seemed to have hindered further expansion of this kind of market among local farmers.

### **2.1.6 Training on Farming Action Plans**

#### **(1) Preparatory Workshop for Farming Action Plan with District and Cooperative Officers**

In the 1<sup>st</sup> cycle, the Project Team held the preparatory workshops for farming action plan with district and cooperative officers. In the workshops, the Team explained the draft format of farming action plan for farmers and finalized it by reflecting the comments from the participants of the workshops. Since the target farmers were not organized and manage the farms individually, the format of farming action plan was prepared for individuals to make their respective plans. The contents included in the format were selected crop (variety), field area to be cultivated, timing of cultivation, target yield, target selling price, target market, and total expected production so that farmers can easily calculate target farming income with the format.

#### **(2) Workshops for Making Farming Action Plan**

In the workshops for making farming action plan in the 1<sup>st</sup> cycle, the farmers made their plans respectively after selecting crops to grow and calculating their expected income. The farming action plan to be made based on the market survey and business dialogue. Therefore, the technical trainings were to target the crops selected in the farming plans. However, since the Team faced unanticipated situations in the 1<sup>st</sup> cycle, the Team repeatedly modified the workshop agenda. The following summarizes the points to have modified from the original plan of the workshop.

- There were many farmers who joined the workshops for farming action plan as their first involvement in the project. It revealed that the cooperative officers could not control farmers' participation in the project. On the other hand, many of the farmers who newly joined the project showed their willingness to try a certain crop wishing to have a deal with the company which participated in the business dialogue. It indicated that the information distribution from the target farmers to their relatives worked well in the village. However, the Team decided, in principle, to avoid having new farmers to participate in the workshop for farming action plan. Hence, the Team changed the arrangement for the workshop asking the cooperatives to distribute the farming plan format to the target farmers and ask them to fill it up as much as possible before the workshops.
- Since some farmers had difficulty in setting the target yield or selling price in the workshop, the Team facilitated the discussion in which all the participants could exchange their opinions about crop selection, market to sell, target yield and target selling price. After that, the participants made their respective farming action plan.

Although the Team requested the target farmers to fill up the format before joining the workshop, almost all of the participants did not finish it. Therefore, all the participants filled up the format reflecting upon the discussion held in the workshop and could set reasonable target yield and selling price.

In the 2<sup>nd</sup> cycle, the Team held a 2-day workshop both for farming action plan making and baseline survey in order to target the same farmers. On the 1<sup>st</sup> day, the baseline survey was carried out and the result of market survey was shared with the participants. On the 2<sup>nd</sup> day, the farming action plans were prepared by the participants. Many of participants selected the same crops as they cultivated in the previous season, since they were generally prudent in changing crops to grow. Therefore, the Team encouraged the farmers by explaining that the project would give technical trainings and establish demo-farms to support the farmers to try new crops. As a consequence, the farmers chose more various crops including horticultural crops such as potatoes, cucumbers, onions, sesame, tomatoes, soybean and garlic.

In the 3<sup>rd</sup> cycle, the marketing committee composed of active farmers was organized. In the 1<sup>st</sup> and 2<sup>nd</sup> cycle, there was a difficulty in having consistent participation by the target farmers. Actually, those who participated in all the project activities accounted only for a few percent of total number of participants. As a result, it was found that farming action plans were made not based on the business dialogue and market survey. Although the Team tried to improve the continuity of farmers' participation in the 2<sup>nd</sup> cycle, the effect actually observed was limited.

Considering the situation explained above, the Team formed the marketing committee, which consisted of active farmers, and made it serve as the core group to make the farming action plan. In the step of making farming action plan by the committee, the members selected crops in reference to the market information they obtained and picked up the crops that require technical assistance from the project. If they were interested in contract farming, that was also reflected on the farming action plan. Based on the farming action plan, the agricultural cooperatives would call for other farmers out of the committee to join the technical support (trainings and demo-farm).

In the workshop for farming action plan making by the committee, the Team firstly asked the committee members to organize the information such as major crops and cropping system in the village. Secondly, the members reviewed the result they obtained from the market survey and business dialogue. Then, based on the information organized in the workshop, they decided the crops for coming season and picked up crops out of them to ask for the technical support.

### **2.1.7 Implementation of TOT for Extension Staff**

The Project Team selected the crops to organize TOT from the crops selected in the workshop for farming action plan. The Team basically selected the crops that many farmers wished to cultivate, although the crops of which farmers seemed to have enough cultivation techniques were eliminated. In addition, the Team chose the crops that had started prevailing in the village and were expected to become major crops in future, even though a few farmers showed their intention to cultivate these crops.

Since a few farmers had experience of cultivating horticultural crops, the Team determined the TOT contents to cover complete procedure of such crops' farming managements, from field preparation to harvesting. There were some farmers who would not cultivate the crops targeted in TOT contents. Therefore, the Team made TOT plan including cross-cutting topics so that such farmers can also receive technical assistance from the project about those topics. The cross-cutting topics included in TOT were Recycling agricultural waste, Intercropping, Gender mainstreaming, Farm management etc.

Furthermore, in the 2<sup>nd</sup> and 3<sup>rd</sup> cycles, C/P suggested to incorporate the contents of organic farming and GAP to TOT in reference to what they observed through the training in Japan.

The lecturers of TOT were mainly composed of the researchers working for ARC (Agricultural Research Center), which was the organization under MALR. For the content of recycling agricultural waste, the Team invited the researcher from the HQ of ARC, who implemented the research project about fodder and nutrition improvement of livestock in WAT project. The participants of TOT were extension officers of target district offices and agricultural cooperatives.

In accordance with the agreement made in R/D, JICA shouldered the cost of honorarium for ARC researchers who worked as a lecturer in the 1<sup>st</sup> cycle, and MALR was supposed to shoulder that cost after the 1<sup>st</sup> cycle. However, MALR could not secure the budget for the 2<sup>nd</sup> and following cycles. In response to this situation, the Team decided to utilize the cooperative budget for paying honorarium to the insider of MARL such as ARC researchers, while JICA continued to pay it for those outside of MALR. The Cooperative law speculated that 5% of cooperative budget should be used for trainings. In reference to this law, C/P in Assiut requested the target cooperatives to pay honorarium for ARC researchers from their budgets. Since then, this system was established in Assiut, while the target cooperatives in Minia never agreed this system, inviting only the researchers from universities.

From the 2<sup>nd</sup> cycle, the Team invited the target farmers to TOT, because the Team intended to make them to be resource persons in the training in the village. Their positive participation in TOT activated the discussion. The Team also considered that farmers' participation in TOT could justify the use of cooperative budget.

### **2.1.8 Implementation of Technical Trainings for Target Farmers (Trainings at Demo-farms)**

The Project Team made the plan for technical trainings for the target farmers in cooperation with the target district offices and agricultural cooperatives. Based on the plan, the Team firstly organized the lecture by crop in the village, followed by the demo-farms establishment. The technical trainings for the target farmers were implemented in the demo-farms.

#### **(1) Demo-farms Establishment**

The Team supported the establishment of demo-farms in the village to demonstrate and disseminate the cultivation techniques of target crops. The Team organized a preparatory meeting before the establishment of demo-farms. In the meeting, they firstly decided the appropriate field location for the demo-farms regardless of whether its owner was the target or not. Since small-scale farmers did not have extra farmland, it was often found that they chose a part of farmland area owned by a large-scale farmer in the village. The Team requested the farmers to choose the area where many people can easily observe, such as the field next to main road. In addition to the location, the Team carried out soil analysis of the field. As for the management of demo-farms, there were two (2) ways applied in the villages: individual management or group management by the target farmers.

The Team recommended the group management to the farmers. It was because the group management would provide the farmers in the group with a lot of first-hand experience of field management, and also the frequent opportunity to get advice from extension officers who were responsible for demo-farm monitoring. However, in general, the farmers in the target areas preferred to work individually and did not to work as a group. Therefore, the choice of management methods of demo-farms varied from village to village.

## **(2) Technical Training in the Demo-farms and Exchange Visits**

The technical trainings in the demo-farms were carried out at the time of sowing, middle of cultivation period, and harvesting. The extension officers who participated in TOT carried out the technical training in the demo-farms, and a private seed company was involved in the training once. This seed company managed its own demo-farms for dissemination of horticultural crop and new variety. Taking this opportunity, the Team and the company worked together to implement technical training in the demo-farm. In other trainings, the Team invited TOT lecturers to carry out the training in the field. The technical guidelines were distributed to the participants in the training.

In the demo-farms, in which the crop growth was especially good, the Team arranged the observation tour inviting the farmers from other villages so as to enhance sharing experiences among farmers. As for the monitoring activity, the extension officers in the village regularly visited the demo-farms once in a week or two (2) weeks in most of the villages. The demo-farmers received advice from extension officers, C/P and training lecturers via phone call.

Many of farmers were prudent in trying new crops or in applying new cultivation technique to their own field. It was because such newly introduced activities could bring a risk such as significant yield decrease. The demo-farms seemed to have functioned effectively to demonstrate the technique and let it take root among farmers in the village. The Team put the signboard which showed the variety information. Furthermore, the reports from extension officers in the village and demo-farmers indicated that many farmers from the target and other surrounding villages actually visited and observed the demo-farms.

## **(3) Workshops for Sharing the Results**

After harvesting in the demo-farms, the Team held the workshops in the villages to share the results of demo-farms so as to enhance the dissemination effect of the demo-farm activity. In the workshops, the Team explained the quantitative results such as unit yield, breakdown of production cost, gross and net income, comparing such numerical data among the farms of same crop or an average of the governorate statistics. After that, the farmers discussed the result having opinions from extension officers who had been monitoring the field. Many of farmers said that they found much useful information in the workshop, such as farming technique (variety introduced or appropriate application of fertilizer), production and required cost for it. In this way, the procedure of technical support for farmers was established: it starts with the selection of target crops, followed by TOT implementation, establishment of demo-farms, technical training / monitoring / exchange visit in the demo-farms, and is rounded up by workshop for sharing the results of the demo-farms.

### **2.1.9 Gender Mainstreaming Activities**

#### **(1) Setting up for Women Activities**

Regarding women activities, the project started from social survey to confirm potentiality of women engagement to agriculture. The project considered the challenges on gender issue seriously. The project experienced trial and error process during the 1<sup>st</sup> cycle and improved its activities.

When the project selected the village, gender-related questionnaires were added to the selection criteria. One of the questions was if the village can invite female participants or not. The project tried to select the village which could welcome female participants.

The project organized a gender workshop as a part of baseline survey. Both men and women were invited

to the workshop. In some villages, women were invited to private house for their convenience. At the beginning of project, the project expected to organize the workshop by men and women together. However, in some villages, if husband joined the workshop, his wife could not join the workshop because of their culture. Therefore, the workshop was organized separately for men and women.

About the contents of the gender workshop, three (3) kinds of role-plays were conducted. The first one is about “Access and Control to their assets”, then “Decision maker in house”, the third one is about “Daily Calendar”. Both men and women positively answered. It was common that men are in charge of agriculture and control their assets. But about the dairy products such as milk, cheese and butter are found women’s work. Based on this information, the Project Team told the participants to reflect these results into the activities.

The project organized a business dialogue to make matching between business stakeholders and farmers. Unfortunately, most of women did not participate in this dialogue in the 1<sup>st</sup> cycle. Not only business dialogue, but also market survey, and feed-back workshop (which was organized to the women who did not participate in business dialogue), most of the women were not attracted because these workshops were mostly about horticulture for which women do not work in general.

Therefore, the Team decided to organize separate activities for men and women and also tried to make it convenient for women to participate in the activities, such as avoiding Thursday (Women are busy for preparation toward weekend), setting early morning (9:00 to 11:00) of weekday and so on.

After JICA mission visit in March 2015, the Team and mission discussed how to involve women to the project. Then policies for gender mainstreaming activity were decided as below;

- Women who participate in the project are not necessary to be the male participant’s wife.
- The activities for women can be selected from suitable activities such as animal raising and mushroom cultivation which women can manage in their home.

Under these policies, the 2<sup>nd</sup> cycle started. The project organized workshop for gender main streaming activities in target villages during the orientation of the project. Prior to this workshop, Japanese gender expert trained local officers as TOT for gender workshop. These trainers (most of them were women) did presentation in the workshop.

It was especially difficult to take opinions from both men and women equally during the workshop because men spoke loudly and it drowned women’s voice. Female officers also faced difficulty to speak loud for participants and take opinions from women participants but eventually they could manage it at the end of the workshop.

After the gender workshop, the project organized “Women Discussion”. In this meeting, only women participants were invited and discussed what they were interested in as their business. In this meeting, the project collected basic information from participants, such as age, occupation and what they do at home. Moreover, they discussed potential business around them, such as dairy product, poultry raising, goat raising, rabbit raising and so on.

## **(2) Business Dialogue for Women Activities in the 2<sup>nd</sup> Cycle**

In the 2<sup>nd</sup> cycle, business dialogue for women was implemented. From November to December in 2015, the dialogue was implemented in Assiut and Minia governorates respectively. 68 women from four (4) villages in Assiut governorate and 28 women from two (2) villages in Minia governorate participated in

the dialogue. Business stakeholders were related to the activities which rural women can participate in, such as animal raising, dairy product and so on. The dialogue also invited fund-related organization such as Social Fund for Development (SFD) and the branch office of the Ministry of Local Government. An university lecturer who had experience to implement projects for small-scale farmers also participated in the dialogue as guest.

In the dialogue, representatives from the villages presented their village and business stakeholders also introduced their business to the participants. Then the dialogue between women and business stakeholders started. Eight (8) to 15 participants sat together and the business stakeholders visited each table one by one. Women were attracted to the talk, especially raising rabbits, mushroom cultivation and funding from SFD.

### **(3) Market Survey by Women**

Prior to the market survey, the Team visited a morning market in Assiut city and investigated useful information. In the market, the Team found women selling poultry and women selling dairy product such as cheese. Others were selling dried vegetables and selling processed food. Then we shared the information with the target women and discussed how to implement market survey.

In the discussion, women told they were raising pigeon, rabbit and chicken. A few women said they were keeping buffalo and goat and produced dairy product. Some women were in charge of simple post harvesting of Jew's mallow, fresh wheat and dry date and they sold these product as surplus. However it seemed not attractive in terms of profit. Female participants considered it less profitable because most of rural farmer has these and no demand from customers in rural area.

Most of participants, who have poultry raising experience, aims at home consumption mainly and sell surplus. The question was given to the participants that how you can increase cash income. The majority answered better variety and better health management of animals is the key. They hoped they wanted to increase surplus without spending much money.

The amount of production which women can manage at home individually is limited. Therefore, their target market is same village market and same trader as before even though the project introduces something new. In some villages, women go to market by themselves. They insisted they know market better than men. Participants in some villages located in remote area do not have opportunity to visit market in governorate capital city. They can learn the difference between their local market and the market in town. Therefore, the Team arranged for them to conduct the market survey in the market in governorate capital city. As a result, the target women in most of the villages conducted the market survey in governorate capital city.

In the market survey, the Team directed the women to think about value addition. Some examples were shown as selling products with better price. Actually the products being sold in both local market and market in governorate capital city are mostly same. However, these are different in terms of quality, amount, the way of selling. The Team facilitated the women to find out the differences and think up idea of their product being added value. The project provided them enough time to discuss their ideas.



< The power points materials, which shows venders selling cut vegetables, dried vegetables, were shown to the participants before starting market survey at market. And it was explained that they need to see what is added value and need to interview to venders.(Morning market in Assiut governorate) >

In the discussion, the women discussed business activities they could start. And they were directed to indicate the benefit and risks in terms of price and the way of selling and difference of market (ex. the way of selling in the village market). Eventually, most of women decided poultry raising as the most attractive to start as business.

#### (4) Plan and Actual Activities for Women

The activities were fixed after implementation of business dialogue for women and market survey for women. Each village organized workshop during which women decided their own activities. In the 2<sup>nd</sup> cycle, group was formed in each activity in order to make smooth communication between C/P, cooperative officers and rural women. Then group leader and sub-leader were elected in each group. It was very challenging to continue group activities as details to be introduced later. Therefore, from the 3<sup>rd</sup> cycle, group activity was replaced to individual but with carrying out a monthly meeting of the target women to exchange their information and update their activities.

**Table 2.1.1 Changes of Women Activities**

Cycle	Activity	Support from the project
The 2 <sup>nd</sup> cycle	Group activity, Making a model unit for group activity, Monitoring on each group	Management on group activity by applying model unit like a demo-farm in horticulture activity.
The 3 <sup>rd</sup> cycle	Individual activity. Participants gathered periodically and exchanged their progress and information.	Cost sharing for the initial investment (cost for poultry)
After the 3 <sup>rd</sup> cycle	Continue the policy of previous cycle	No financial support. Only technical support.

In the 2<sup>nd</sup> cycle, the lecture for selected activities such as mushroom cultivation, rabbit raising and poultry raising was implemented. The lecture was also an opportunity for C/P as TOT (The number of C/P was limited. So they were trained together with rural women.). It seemed effective for C/P to learn in real lecture. For rural women, it was also effective because they do not have opportunity to learn from experts.

After the technical trainings, the Team confirmed the place to implement model unit (place for group activity). The place for the activity was prepared in a member's house and the member who provided the place became the leader of her group. The leader is supported by assistants from the same group. The Team provided materials for the group activity such as cages for pigeons, animals, and feeder. Then they started the activity.

The activities for women were implemented inside the house. Therefore, it is not exposed to other



people's eye. This makes difficult for the group activity to be a model to demonstrate. The members of the group activity hesitated to accept people to visit and see their activity because of the potentiality of infection which was also an advice from veterinary. The reason for the hesitation was not only from infection but also they were afraid of being jealous by others. The Team set the unit model for the opportunity of women to learn business skills. But people around them suspected the women as they might have received grant from the project.

As a technical result of group activities, rabbit was, in general, weak to high heat and poultry got disease easily. Therefore, survival rate became low. Regarding mushroom cultivation, expected trader was going to buy mushrooms from the women but he withdrew from the business. In rural area, mushroom is not well known and most of people have never eaten mushrooms. The Team provided béchamel mushroom to introduce how to eat. They also learned by TV program. Some households in the village bought mushroom from the women but it was very limited amount. Regarding pigeon raising, pigeon was strong against heat and breeding in short period. So it was quite successful to increase the number.

In the 2<sup>nd</sup> cycle, the group work as model unit was not very effective and it was difficult to make the group as model because the women hesitate their activity to expose to other's eye. In the 3<sup>rd</sup> cycle, it was discussed to change the way of group work. In January 2017, the mission for mid-term review visited the project sites and decided the policy after discussion as follows.

- Select participants who are positive attitude for business: the Team excluded village in which officers did not perform well and interviewed women in the selected villages to confirm their attitude toward business, understanding of ISMAP approach, understanding of family for her to join the project and available space to do the activities in their house. And it was also confirmed if the woman can manage initial cost.
- Introduce economic analysis in terms of selection of business activity: after the interview to the people such as experts, veterinarians, market vendors, and skilled women in the villages, economic analysis was carried out on all the activities, namely pigeon raising, duck raising, chicken raising, rabbit raising, and goat raising. Based on the analysis, the women selected their activity in the workshop. The women realized duck and pigeon are comparatively profitable. A woman who insisted to start raising goat changed her opinion after the analysis.
- Cost sharing for the initial investment cost: in order to cultivate the ownership of the women, the participants were asked to pay partly for their initial cost. The cost to share was set from 25 % to 50 %. During the business plan workshop, the rate was fixed. Then the Team agreed with the women to start their business by sharing cost. And then provided animal to the selected women (The cost sharing was canceled from the 4<sup>th</sup> cycle).
- Implementation of monthly monitoring: every month, the women gathered and exchanged information. The record book was provided to the women for keeping record of activities. Based on the information on the notebook, they presented their progress on activity. Some woman noticed they did not gain enough when they calculated the numbers on their record. So the book helped women to notice the importance of calculation.

##### **(5) Workshop for Exchanging Experience**

In the 2<sup>nd</sup> cycle, in August 2016, a workshop for exchanging experience was carried out in El Tetalia village in Assiut governorate and Kom Matai vilage in Minia governorate. The workshop aimed at exchanging experience between men and women in the project because they were organized separately.

In the workshop, female family members from male participants and male family members from female participants were invited to share the information and contents of activity.

In the first half of the workshop, female group and male group presented their activity progress. In the afternoon, participants visited demo-farm and women's activity at their house. Women participants were very excited to visit demo-farm because they do not go out often. That indicated rural women had difficulty to find the resources even in their village.

It was difficult to organize this workshop. No male participants visited female activities because they cannot visit none relative women's house. Furthermore, members could not understand the meaning of this workshop (why they need to exchange information between men and women). This workshop will be the good opportunity for members and C/P to understand the achievement of each activity.

## **(6) Gender Mainstreaming Seminar Organized by Local Gender Expert**

In accordance with the mid-term review, the Team hired a local gender expert to reinforce the gender mainstreaming activities in the project. The gender expert participated in the project activities and implemented gender seminar.

In July and August 2017, the gender seminar was carried out. This seminar aimed at promoting understanding of gender main streaming both in Assiut and Minia governorates. The expert, who is originally from Assiut governorate, explained gender issues such as difference of sex and gender, perceptions of sexual intent, and meaning of gender.

In the seminar, the expert emphasized that it is difficult to empower only women without targeting both men and women together. She explained wife and husband can develop together. The seminar was organized to the context of local culture.

## **2.2 Activities for Output 2**

### **2.2.1 Identification of Agricultural Techniques Need to be Examined and Developed, Examine and Develop the Techniques Identified, Implementation of Cultivation Trainings and Improvement of Existing Agricultural Techniques**

Regarding the activities of output 2 "Agricultural techniques for value-added products are examined and developed" were carried out with the following procedures.

**Table 2.2.1 Procedure of the Activities of Output 2**

Activities for output 2	Content of Implementation
Identification of agricultural techniques need to be examined and developed	Survey of existing researches by Agricultural Research Center (ARC) or Universities in Egypt, Confirmation of cultivation techniques by IMAP, Survey of existing cultivation techniques developed by other projects or organizations.
Examine and develop the techniques identified	Confirm the required cultivation techniques for the target crops which were selected by farmers through market survey and business dialogue and reflect the techniques to the TOT contents.
Improvement of required existing agricultural technics	Consider the improvement of cultivation techniques by monitoring activities.

According to the survey of existing cultivation techniques by the Japanese expert, there have already been many researches done and techniques developed by ARC or the Universities in Egypt. Therefore, the project decided to transfer the appropriate cultivation techniques from the existing ones to the target

farmers instead of developing and confirming the new techniques during the project period. The expert selected the appropriate cultivation techniques based on the needs of the farmers and the current situation of farmland.

Based on the target crops which were selected by the farmers through market survey and business dialogue, proper cultivation techniques were disseminated by TOT for village extension and cooperative officers, and representative farmers. Furthermore, demo-farms were established to display the techniques and to be a venue for practical training in the village. For establishing the demo-farms, the following were set as targets: (1) implementation of the cultivation methods which were recommended by the agriculture extension sector under MALR or ARC, (2) introduction of the new cultivation techniques, and (3) introduction of new varieties, were introduced in order to confirm the effectiveness of these techniques.

(1) to implement of the cultivation methods which were recommended by the agriculture extension sector under MALR or ARC, the project put these proper cultivation techniques such as an appropriate amount of chemical fertilizers or appropriate dosage of the agro-chemicals, into the TOT. Since the demo-farm was established following these proper cultivation techniques, it contributed not only to increasing the yield but also decreasing the excess application of chemical fertilizers or agro-chemicals.

(2) as an introduction of the new cultivation techniques, ISMAP introduced intercropping of maize and tomatoes for the demo-farms, which is confirmed the effectiveness in the previous JICA project called IMAP. This technique was included in the topics of TOT. The purpose of the intercropping is to make shade on the field by the higher height crop (Maize) and avoid the damage of horticulture crop by the high temperature. In other demo-farms, the project also tried to combine cucumbers and sunflowers, cucumbers and maize, and tomatoes and sunflowers.

(3) the introduction of new varieties was carried out in the demo-farm of tomatoes, cucumbers and cantaloupe (melon). There are many imported seed suppliers which are dealing with American or European seed companies in Egypt and they are introducing new varieties year by year. Many farmers requested to try the new varieties in the demo-farm, therefore the project chose the new varieties for the demo-farm in addition to the recommended varieties by ARC. Most of the new varieties are hybrid varieties and these have high yield and/or heat tolerant and/or disease tolerant characteristics.

On the other hand, the technique for soil improvement such as compost making was confirmed by IMAP. The project confirmed other techniques developed by other project or organizations. Other JICA's project named Sustainable Systems for Food and Bio-energy Production with Water-saving Irrigation in the Egyptian Nile Basin (WAT in short) which consisted of Tukuba University team and ARC, using JICA SATREPS scheme developed some cultivation techniques. The project confirmed these techniques for the target area.

From WAT project, the techniques of compost making by soybean residue and silage by fodder crops for nutrition improvement of livestock were introduced. The researcher of the project was invited to the business dialogue and introduced their techniques to the target small-scale farmers. By using the silage, the amount of milk production will be increased, and the amount of milk products also will be increased and in consequence, the income of farmers will be increased, as well. As the interest of farmers for these techniques was very high, the project invited the researcher to TOT training as a lecturer, as well.

## 2.2.2 Preparation of Technical Manuals

As a lot of cultivation manuals and the results of research have been existence in Egypt, the project team decided to make a cultivation manual using the result of the research of ARC or university faculty of agriculture, training materials of TOT, extension materials of MALR and the result of demo-farms of ISMAP, etc. Finally, the project team edited the above several research documents and manuals from the extension sector of MALR, then made ISMAP horticulture cultivation manual. Additionally, cultivation poster including essential information of cultivation for major horticulture crops were made and many copies of these were requested by the village extension officers. The initial idea of the cultivation poster was learned from the extension material of Japan.

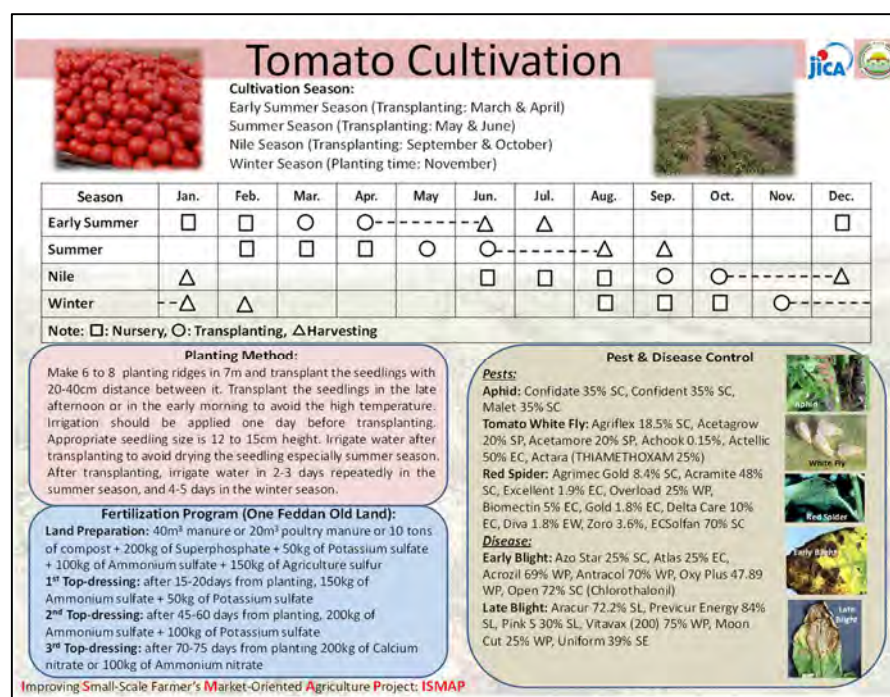


Figure 2.2.1 Example of Cultivation Poster Made by ISMAP

## 2.3 Activities for Output 3

### 2.3.1 Strengths and Weaknesses of the Agricultural Cooperatives

The village agricultural cooperatives consist of an agricultural unit, a cooperation unit and board members. The agricultural unit includes agricultural extension engineers. There are usually two (2) to 14 extension engineers in the agricultural unit. The cooperation unit consists of two (2) to four (4) staff members. The board members consist of five (5) to 11 representative farmers in a village. According to staff in the agricultural cooperatives, staff members in the agricultural unit and the cooperation unit receive their salary from the government as a governmental officer; whereas, the board members do not receive salary neither from the government nor a cooperative because they are the representatives of membership farmers.

The main responsibility of the agricultural unit is to supervise demo-farms in their village. The officers in the agricultural unit also attend training programs at the agricultural directorate and feedback new ideas and techniques to the farmers. Most of the training programs focus on traditional crops such as

maize and wheat. In addition, the agricultural unit has responsibility to register farm land area and cultivation crops in the village. The cooperation unit has responsibility to sell seeds and fertilizers for mainly maize and wheat. Since the agricultural cooperatives provide subsidized seeds and fertilizers, the prices of these inputs are cheaper than the prices in the market.

The board members are selected every five (5)-year through the election. In general, the board members hold a monthly meeting to discuss financial situation of the cooperative and settle disputes among farmers. The most important role of the board members is to give approval of expenditures for cooperative activities to the cooperative staff. The cooperative staff could not spend any money of the cooperatives without approval of the board members. Therefore, the conflict occasionally happens between the cooperative staff and the board members regarding financial management of the cooperative. In addition, most of the board members are elder persons and they are regarded as the honorary position in the village rather than practical working members. For this reason, it is difficult for the cooperative staff to resist decisions made by the village elder people.

Most of the agricultural cooperatives provide minimum services to their membership farmers, particularly their services focus on traditional crops as a part of a governmental agency. In fact, the main roles of the agricultural cooperatives are registration of farm land and cultivation crops as well as providing subsidized agricultural inputs for maize and wheat. Furthermore, the agricultural cooperative staff, who receive their salary from the government, cover thousands of farmers in a village. In other words, the agricultural cooperatives play a role of a governmental service provider rather than a farmers' cooperative group. For example, when the government distribute special pension to widows, they gathered at an agricultural cooperative to receive their money. Most villagers acknowledge the agricultural cooperatives as one of the governmental organizations.

The Project Team carried out a SWOT analysis to identify strengths and weaknesses of the agricultural cooperatives. Action plans of the agricultural cooperatives were also formulated based on their strengths and weaknesses to conduct activities for increasing small-scale farmers' incomes. The Team provided a training on implementation of the SWOT analysis and the action plan formulation.

The SWOT analysis workshops were held inviting the extension engineers and the board members as well as the district agricultural officers. The SWOT analysis workshop is a one-day workshop and it was held at each target agricultural cooperative from the 1<sup>st</sup> cycle to the 3<sup>rd</sup> cycle. The workshop participants discuss strengths and weaknesses of the agricultural cooperatives during the workshops. The SWOT analysis on the MALR and the agricultural directorates was conducted with the counterpart staff at the beginning of the project. The counterpart staff have at least basic knowledge of the SWOT analysis; hence, they facilitated the SWOT analysis workshops and they are trained on-the-job training style during the workshops.

The results of the SWOT analysis workshops showed that the major strengths of the agricultural cooperatives are; 1) regular incomes, 2) having a large amount of capital and 3) convenient location. Also, some agricultural cooperatives pointed out that they have a good relationship between cooperative staff and farmers. By contrast, the major weaknesses are identified as 1) shortage of extension engineers, 2) cooperative staff and board members are all old and 3) no means of transportation for extension engineers. In addition, most agricultural cooperatives mentioned that they could not provide enough marketing support to their farmers. Yet, there are some exceptions. For example, some agricultural cooperatives raised their advantage as they have enough number of extension engineers.

**Table 2.3.1 Major Strengths and Weaknesses of the Agricultural Cooperatives**

Category	Strength	Weakness
Capital/ Asset	<ul style="list-style-type: none"> <li>• A large amount of capital</li> <li>• Warehouse</li> <li>• Own large building</li> <li>• Agricultural machinery</li> <li>• Information about farmers</li> </ul>	<ul style="list-style-type: none"> <li>• A cooperative does not own their own building</li> <li>• Lack of agricultural machinery</li> <li>• Lack of budget</li> <li>• Agricultural loan amount is not enough</li> <li>• No transportation means for extension activities</li> <li>• A cooperative has a large amount of debt</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Enough number of extension and cooperative staff</li> <li>• Experienced extension and cooperative staff</li> <li>• Active board members</li> <li>• Good relationship between cooperative and farmers</li> <li>• Large number of membership farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Extension officers do not have enough skills</li> <li>• The number of extension and cooperative staff is not enough</li> <li>• Most extension and cooperative staff and board members are old</li> <li>• Board members are not active</li> </ul>
Activities	<ul style="list-style-type: none"> <li>• Give agricultural loans to farmers</li> <li>• Provide subsidized seeds and fertilizers</li> <li>• Regular incomes through renting out own building and a bakery shop</li> <li>• Provide feedstuff for livestock</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to get new variety seed</li> <li>• The number of demo-farms is not enough</li> <li>• There is no connection with Agricultural Research Center</li> <li>• Marketing support is not enough</li> <li>• There is no collective shipping</li> <li>• Lack of cultivation experience in horticulture crops</li> <li>• There is limitation of budget use</li> <li>• The government does not support agricultural cooperatives</li> <li>• The government does not support agricultural inputs for horticulture crops</li> </ul>
Rural Environment	<ul style="list-style-type: none"> <li>• Convenient location</li> <li>• Experience in non-traditional crops</li> <li>• Large cultivation area</li> </ul>	<ul style="list-style-type: none"> <li>• Cultivation crops are not rotated properly</li> <li>• There is a number of small-scale farmers</li> <li>• It is difficult for agricultural cooperative to cover the whole village area</li> <li>• Farmers only cultivate traditional crops</li> </ul>

### 2.3.2 Training on Action Plan Making

The agricultural cooperatives formulated their action plans based on the results of the SWOT analysis workshops. Main activities of their action plans are categorized into three (3) activities; 1) strengthening agricultural inputs sales (including horticulture crops), 2) facilitating contract farming and 3) managing collection points. Each agricultural cooperative formulated their detailed action plan based on their strengths and weakness as well as their willingness.

Regarding the strengthening agricultural inputs sales, the agricultural cooperatives could utilize their strengths such as experience in selling agricultural inputs for traditional crops, owning warehouse and their convenient location. They planned to sell inputs for crops targeted in the demo-farms under the project. As for the facilitating contract farming, the agricultural cooperatives with large cultivation area and many membership farmers could facilitate contract farming. For managing collection points, implementation of this activity relies on the capacity of the agricultural cooperative. Only a few agricultural cooperatives with a large amount of capital and suitable land is interested in this activity.

**Table 2.3.2 Action Plans of the Target Agricultural Cooperatives**

Category	Activity
Strengthening agricultural inputs	<ul style="list-style-type: none"> <li>Identify target crops for inputs sales</li> <li>Formulate marketing plan</li> <li>Implement input sales</li> </ul>
Facilitating contract farming	<ul style="list-style-type: none"> <li>Distribute and update agri-business companies' list</li> <li>Prepare farmers' list by crops</li> <li>Contact agri-business companies</li> </ul>
Managing collection point	<ul style="list-style-type: none"> <li>Identify target crops and traders</li> <li>Conduct trial operation</li> <li>Distribute marketing survey format to farmers</li> </ul>
Others	<ul style="list-style-type: none"> <li>Conduct marketing survey at wholesale market in Cairo</li> <li>Distribute lists of TOT lecturers and contact address to farmers</li> </ul>

### 2.3.3 Follow-up Activities for the Cooperatives' Action Plans

The Project Team followed-up the progress of the agricultural cooperatives' action plans one year after they formulate their action plans. The follow-up activities were carried out through holding a workshop inviting cooperative staff including extension engineers as well as board members and marketing committees' members. The participants reported each other the progress of their action plans and their major achievement and constraints. They also discussed how the agricultural cooperatives could involve in the implementation of the ISMAP extension flow in the village after the project ends.

As a result of the follow-up workshop, it turned out that most agricultural cooperatives tried to contact agribusiness companies which participated in the business dialogues. Except Manshet El Maghka village (Mallawe district), no agricultural cooperatives managed to deal with these agribusiness companies. Some of the agricultural cooperatives pointed out that most agribusiness companies were not serious in business with small-scale farmers. Yet, most of the cooperatives staff is still willing to communicate with these agribusiness companies. This indicates that most agricultural cooperatives are trying to practice market-oriented agriculture through dealing with agribusiness companies. In addition, agricultural cooperatives shared not only technical aspects, but also profitability of the target crops in the project with the farmers. These sharing activities also could raise farmers' awareness for the benefit of the market-oriented agriculture.

The follow-up workshop was held in September 2018 attended by all the target cooperative staff from the 1<sup>st</sup> cycle to the 3<sup>rd</sup> cycle. The purpose of this follow-up workshop was to 1) look back over the ISMAP activities and review the ISMAP extension flow, 2) conduct an evaluation on the progress of their action plans and 3) formulate the extension plan for the ISMAP approach within the village. The extension engineers, the board members and the marketing committees also attended the workshop.

The workshop started with the PR video of the ISMAP, and then the C/P made a presentation about the ISMAP extension flow. After the presentation, the participants were divided into each cooperative group and they reviewed their action plans and evaluated their progress by cooperative group. At the end of this group work, the participants discussed roles and responsibilities of cooperative staff including extension engineers, board members and marketing committees and developed their extension plan for the ISMAP extension flow. They also set an annual target number of farmers for their extension plan.

The action plans of the agricultural cooperatives were reviewed by an evaluation sheet with five (5) grades. The participants evaluated themselves their progress of each activity with grades of 0% (no

action at all), 25% (took an action, but not achieved at all), 50% (took an action and half of the purpose achieved), 75% (mostly achieved) and 100% (achieved). They also discussed the reasons for their evaluation and mentioned specific reasons behind their self-evaluation. The result of the workshop showed that most agricultural cooperatives tried to communicate with agribusiness companies which participated in the business dialogues. They also contacted wholesalers and buyers whom they could get to know through the market survey. Furthermore, some agricultural cooperatives could increase their marketing channels through these activities.

**Table 2.3.3 Result of the Follow-up Workshop (ex. Sanabo Village)**

Item	Action you took	Evaluation	Reason for Evaluation
Contact agri-business companies and support farmers marketing activity	we contacted with some companies like: Frozina and Bashayer company	Somehow complete (50%)	There aren't enough amount of production to cover all companies' needs.
Provide technical training to farmers	Provided technical training on the demo-farms	Complete (100%)	We already made a lot of seminars to the farmers the demo-farm
Plan for food processing activities	we implemented some of this item like: pickle the lemon and cheese	Little bit complete (25%)	lack of the budget and marketing outlets
Conduct training for poultry	we provided training about the poultry raising	Almost Complete (75%)	Farmers are still afraid of bird flu disease.

At the end of the follow-up workshop, the participants also formulated the extension plan for the implementation of the ISMAP extension flow. This extension plan includes activities they could do to implement the ISMAP extension flow. The extension plan was formulated based on the same format for all the agricultural cooperatives. The workshop participants discussed the roles and responsibilities for the agricultural cooperatives to conduct extension activities of the ISMAP extension flow. After an intensive discussion among the participants, they clarified the main roles and responsibilities for each stakeholder on their extension plan. They also set an annual target number of famers for their extension plan. Most agricultural cooperatives planned to target 200 to 300 farmers annually with three (3) to five (5) years of implementation period.

**Table 2.3.4 Extension Plan of the Agricultural Cooperatives for the ISMAP Approach**

Extension Flow	Coop. Activities	Role of Coop. Staff	Role of Marketing Committee/ Board Members	Month
Selection of Farmers	Information sharing about ISMAP approach by manuals, poster and leaflet	Explain the steps of ISMAP approach at the cooperative office	Support cooperative staff to explain Extension flow	7
Business Dialogue	Provide a list of traders and companies	Prepare a list and provide to farmers	Encourage farmers to contact companies and traders	8
Market Survey	Share the market survey format	Provide the market survey format to farmers	Help farmers how to use the survey format	8
Training of Trainers	Share the information about TOT lecturers and training materials	Provide contact information about TOT lecturers and share the TOT materials	Encourage farmers to get information and contact to the lecturers	9
On-field Activity	Provide information about Demo-farmers	Share the name of demo-farmers	Encourage demo-farmers to share their experience with other farmers	9



## 2.4 Activities for Output 4 and Modification of Activities after the Mid-term Review

### 2.4.1 Implementation of the Mid-term Review, Recommendations and Modification of the Activities

The mid-term review was conducted from 7<sup>th</sup> January to 27 January 2017. The Project Team organized data and accompanied to the mid-term review mission and joined in the series of meetings. The review by the mission aimed at confirming the project progress and achievement, evaluation by OECD-DAC five (5) criteria, and advices/recommendations to improve implementation. The mission is composed of Japanese and Egyptian evaluation members. The mission visited Minia and Assiut and interviewed C/P and target farmers/women. Then the mid-term review report was shared in at the JSC meeting on 26<sup>th</sup> January 2017.

The project activity was evaluated by the five (5) criteria namely, relevance, effectiveness, efficiency, impact, and sustainability. And the mission provided recommendations on how to improve the activity in the remaining period. As a result of the review, the relevance of the project was evaluated high but the sustainability was evaluated low because MARL had difficulty in sourcing their budget.

The recommendations were given to both Egyptian and Japanese sides. Based on the recommendations, PDM was modified as shown below

**Table 2.4.1 Modification of PDM after the Mid-term Review**

Before	After	Reason for modification
Not described	Output1: Addition of an indicator to women activity	To adjust to actual activity
Not described	Output1: Addition of an indicator to surrounding farmers	To adjust to actual activity
Not described	Output1: Addition of an indicator to farmer's behavioral change	To measure project effect by the behavioral change of farmers (not only by increase of income)
4-3 Facilitate the district agricultural offices to make extension plans for deploying farming methods based on the market-oriented approach to other agricultural cooperatives in the districts. 4-4 Monitor the district agricultural office to implement the above plans.	Output4:Activity4-3 and Activity 4-4 were deleted and related indicators were deleted as well.	The project modified policy to concentrate on making success stories in the targeted villages. For this reason, the extension activity to other villages was canceled.

Major modification was on activity 4-3 and 4-4. The project was going to extend the activities to other villages, but this plan was changed. The project policy was modified to accumulating more success stories by concentrating on working in the active villages from previous cycles. It also aimed to appeal MALR to insure the budget for sustainability of the activities.

### 2.4.2 Implementation of the Recommendations from the Mid-term Review (the 4<sup>th</sup> Cycle)

After the mid-term review, the recommendations were shared among the Project Team. The Team discussed how to implement the recommendations by the mission. The actual activities implemented according to the mid-term evaluation are shown below.

**Table 2.4.2 Progress of Activities Recommended in the Mid-term Review (November 2018)**

Suggestion	Progress
<b>(1. Project plan after mid-term review)</b>	
1.1 In order to generate success story, the project should follow-up activities intensively in the villages which were active in the previous cycles.	Three (3) villages were selected from each governorate (Assiut and Minia) and activities were implemented in these villages as the 4 <sup>th</sup> cycle.
1.2 To make demo-farm more effective, more demo farm should be set up. And signboard at demo-farm should be fixed in order to avoid being removed.	The project is trying to set a greater number of demo-farm, but the number was not increasing smoothly because of the limitation of place and owner to accept. However, the Project Team increased the number of field training in demo-farm. About signboard, the boards were fixed.
1.3 To overview process of women activity and analyze the factors of success.	From the 4 <sup>th</sup> cycle, market-oriented approach was strengthened in business plan making workshop. And periodical meeting was organized for the participants to share information.
1.4 About women activity, the project should select active villages from the targeted villages in the previous cycles and intensively follow-up them to make model women.	Two (2) villages from each governorate (Assiut and Minia) were selected and they were under the implementation of the project.
<b>(2. Strengthening of monitoring system)</b>	
2.1 C/P at governorate level and Japanese experts should prepare format for farmers filling farming information. And then, collect the information in workshop. (Monitoring at farmer level)	Monitoring sheet was prepared and collected farming information of farmers at planting time in the 4 <sup>th</sup> cycle.
2.2 Technical committee should be set up in MALR and strengthen monitoring. Technical committee is composed of project manager, C/P in Cairo, C/P leaders in governorates and Japanese experts. As the beginning, one-day or two-day workshop is to be implemented with CAAC and CAEE (Monitoring on progress of output/project purpose on PDM).	Technical committee was set up. The 1 <sup>st</sup> workshop was held with CAAC and CAEE to share the project information in April 2017. And the workshop to share information of training in Japan was also conducted on 7 <sup>th</sup> June 2017. And the 1 <sup>st</sup> monitoring was conducted on 28 <sup>th</sup> , and 29 <sup>th</sup> August 2017 in Assiut and Minia. Technical Committee monitored the demo-farms.
2.3 C/P at governorate level and Japanese experts use same monitoring sheet and conduct monthly monitoring. And then they report to Technical Committee. (Monitoring at activity level)	Monitoring sheet is prepared. The project started monitoring from March 2017.
<b>(3. Effective use of ISMAP outputs to extension activities of MALR.)</b>	
3.1 How to improve and utilize the existing extension and agricultural technical manuals should be discussed.	Under discussion
3.2 After the project completion, ISMAP outputs should be used in existing extension activities in MALR. Information of extension activities at each level (governorate, district and village) should be organized and discussed on how to utilize the outputs of ISMAP.	Existing extension system of MALR was confirmed already and started discussion on how to utilize ISMAP outputs.
3.3 The Project Team should gradually reduce their role on the activity and shift to the farmer's own initiative.	It is gradually shifting to the farmers.
<b>(4. For smooth project implementation)</b>	
4.1 C/P at governorate level needs to submit budget plan to the Ministry of Planning, Also, need to submit monitoring report to MALR monthly. Japanese experts should support these activities.	The budget plan from CAAC was submitted to the Financial Sector at MALR but it was not approved.
4.2 The Project Team should reconsider indicator of PDM especially in the following four points: Firstly, Project goal should be reconsidered to achievable one. Secondly, indicator to measure agricultural income improvement should be simpler to collect information. Thirdly, indicator to measure farmer's behavioral change should be considered. And lastly, indicator for women activities should be set.	These were reconsidered and organized as PDM-3 which was approved in the 6 <sup>th</sup> JSC on 19 <sup>th</sup> July 2017.

### 2.4.3 Activities after the Modification of PDM (the 4<sup>th</sup> Cycle)

#### (1) Horticulture Activity

Activities for horticulture in the 4<sup>th</sup> cycle started from May 2017. Three (3) villages were selected from the previous targeted villages in each governorate to make success stories. One of the villages covered both horticulture activity and women activity. Therefore, four (4) villages in each governorate are targeted in the 4<sup>th</sup> cycle as shown below.

**Table2.4.3 Target Villages of the 4<sup>th</sup> Cycle**

Governorate	District	Village	Activity	Previous cycle
Minia	Beni Mazar	Gendaya	Horticulture, Women activity	3 <sup>rd</sup> cycle
	Matai	Kom Matai	Horticulture	2 <sup>nd</sup> cycle
	El Minia	Tala	Women activity	3 <sup>rd</sup> cycle
	Mallawe	Manshet El Maghalka	Horticulture	1 <sup>st</sup> cycle
Assiut	Dayrut	Sanabo	Horticulture	1 <sup>st</sup> cycle
	El Kosya	El Tetalia	Horticulture	2 <sup>nd</sup> cycle
	Man Floot	Man Floot	Horticulture Women activity	3 <sup>rd</sup> cycle
	Sadfa	Bany Mor	Women activity	2 <sup>nd</sup> cycle

Regarding the selection of village, the villages were selected if there are active and positive officers and if farmers are willing to challenge new things. The villages were selected through discussion among the Project Team.

During the activities, the Project Team collected success stories from farmers. The Team made a booklet to compile the success stories (see Annex 8-4).

- In the 4<sup>th</sup> cycle, in order to increase the number of participants to market survey, training for market survey was organized twice. As a result, more number of participants joined market survey. About Minia governorate, with farmer's request, the market survey was implemented in Obour market in Cairo. Farmers in Minia have good access to Obour market with bridge over the Nile River connecting to desert road. Farmers in Minia know famous wholesalers in Obour market, then they were trying to contact with the wholesalers.
- The Project Team was supposed to follow the step of making technical training program for TOT and demo-farm based on the result of the workshop for farming plan. However, the target villages in the 4<sup>th</sup> cycle requested the same crops as they were already picked in the previous cycle. In this situation, the Team took the following points into consideration in making the training program.
  - In crop selection for technical training, new technologies and new variety should be introduced.
  - Same crop which was cultivated in demo-farm previously is not selected this time, except for the case farmers requested it strongly.
  - If any crop and technology are recommended by MALR, demo-farm can be set up but limited to one (1) crop per village.
- Under these conditions, the program was discussed and the TOT program was made with the techniques including a system of three (3) crops per year, intercropping, production of many varieties in small quantities and reduced pesticide techniques. There is another issue on farming

plan workshop. The W/S functions as a process of participatory decision making for selecting crops to get technical assistance, but the W/S does not work as good as a process of capacity development of the farmers. To supplement this aspect, the Team programed the lecture on farm management in TOT longer than before and combined its exercise.

- In order to confirm farmer's behavioral change, farmers were asked to fill in a monitoring sheet. Before planting, farmers were asked to fill in the form about what they learned from the project. After harvest, the monitoring sheet was filled by the farmers again to confirm the change of their farming style in the PDM indicator.

## **(2) Activities for Gender Mainstreaming**

In the 4<sup>th</sup> cycle, four (4) villages were selected from the previous cycles. The selected villages are namely, Gendaya and Tala villages in Minia governorate, and Man Fload and Bany Mor villages in Assiut governorate. These villages have female officers, and this contributes to making better environment for women activities. Tala village in Minia governorate and Bany Mor village in Assiut governorate are located near to the capital city of each governorate. Therefore, these villages benefit from diversified market needs.

The Team implemented the activities in the 4<sup>th</sup> cycle villages with the consideration below and collected voices of women as to pick the success of the project:

- Before market survey, business plan training was carried out. In the training, business basic such as business outline, business planning including importance of keeping record of expenditure/income, and calculation, were taught to the participants. Some women already had experience for selling but they depended on their sense. Therefore, it was important to learn business basic before starting business.
- For the market survey, a simple format was provided to the participants in order to fill the information from benders in the market. The format was the part of booklet which includes business plan form and recording note. The participants visited a weekly market in the capital city of the governorate. Participants in Assiut also visited a newly opened supermarket and conducted the survey there. In this supermarket, the participants found the processed food such as bread and pie being sold with high price. This gave them an idea to start processed food business, and then they started the business. During the market survey, some women got a telephone number from a trader who traded poultry and she looked for a new chance to start business with them, apart from benders whom she usually sells poultry.
- After the market survey, the business planning workshop was held. In this business planning workshop, the participants reviewed the result of the market survey and then they made a business plan by filling the format. It seemed difficult for the participants to estimate cost and calculate for expected selling price, but the previous business training worked effectively for their understanding the planning. Most of the participants selected poultry raising as profitable business but only the women from Bany Mor village selected processed food business such as bread and pie.
- All the participants who prepared their business plan started the business. The project provided periodical monitoring and provided them technical trainings. About the technical trainings, poultry raising lecture and monitoring visit to their homes were provided to those who started poultry raising. And for the women who started processed food business were invited to the training for

processed food at Assiut university. Financial support was stopped from this cycle, but women were very positive in their attitude to start business because they gained the profit from the previous cycle and they knew the activities brought them profit. The Team continued monitoring their business through the periodical meeting.

The following reports the remarkable women activities of the 4<sup>th</sup> cycle;

- In Bany Mor village, a lady who made a business plan with selling yogurt looked for the place to sell in her village. She was refused to supply her products to small shops in her village because she did not have license. Other ladies learned from her experience and looked for place where they can sell processed food without license. They asked cooperation to the Agricultural Directorate and the undersecretary gave them permission to sell their products at the premise of the Directorate. In general, people are selling products in the public offices.



Photo(left) first day to start business (1<sup>st</sup> Nov. 2017) . Photo(right) 28 January 2018: variety of products increased, and the packaging improved.

The women in Bany Mor village improved their business smoothly. They kept customer's phone numbers and made reservation before making the products. This helped them reduce the number of unsold products. They calculated the cost and profit every time and then reconsidered the selling prices of the products. The National Council of Women (NCW) and a social club also cooperated with the women. They offered them the place for selling their products. They have faced difficulties; when the prices of the materials increased, they had to suspend their business in order to avoid deficit; at a time, they competed each other for selling the same products, which caused the low number of sales per person. These challenges strengthened the women and their husbands are eventually helping their wives. These experiences and success stories are compiled in a booklet (see Annex 8-4).

Regarding the women who started raising poultry, they reported that the loss ratio had been reduced and moreover, they could raise poultry in short period. Even though they had experience of poultry raising before, they learned new knowledge from the technical trainings and improved their way of raising. Periodical monitoring by a veterinarian doctor was also effective for the women to keep poultry in proper way, for example, they changed the way of cleaning, changed the balance of fodder. Eventually they could raise poultry in healthier condition.

## 2.5 Exit Strategy and Implementation System for Post-project Period

As described above, all the 20 districts (20 villages) in Minia and Assiut governorates were targeted by the project. Based on the mid-term review recommendations, active villages were selected from the villages in the previous cycles and continued the activities. During the winter crop season in 2018/19,

these activities shown below were conducted with the idea of extension plan at district level after completion of the project and making implementation structure.

1. During the winter crop season of 2018/19, which is from the final evaluation stage to the end of the project, a tentative implementation system and extension plan after the project completion were verified. From February 2018, a series of discussion was made by the Project Team, and eventually the tentative implementation system and plan were made by the end of June 2018.
2. Regarding the tentative implementation system and the governorate extension plan, three (3) representatives namely, the head of Agricultural Services and Follow-up Sector, the head of the Central Administrations for Agricultural Cooperation and Agricultural Extension signed on the system and the plan. And then three (3) new target villages were selected and the extension flow for the 5<sup>th</sup> cycle was implemented.

**Table 2.5.1 Target Villages of the 5<sup>th</sup> Cycle**

Governorate	District	Village
Minia	Beni Mazar	El Shake Atta
	Beni Mazar	Ebshak
	El Edwa	Safania
Assiut	Assiut	El Matya
	Sahel Selem	El Awna
	Abnoub	El Sawalim

3. Progress on the tentative implementation system and the governorate extension plan was confirmed and then the Team reviewed them. Originally, the tentative implementation system was designed to set project activity to incorporate into the routine work of Cooperation and Extension. However, since there are difficulties working together with different sections, it was suggested to establish an implementation unit. This style was considered better decision making and securing the budget, as well. With this reason, ISMAP Implementation Unit was set up. And this unit will continue the project activity after the completion of the project.

During the process of making implementation unit, firstly related department and its number of allocated officers were confirmed. This confirmation is important for C/P to realize which department/section will be engaged in which role after the completion of the project.

The division of roles on the main activities was also confirmed. The main activities are namely 1) extension flow to target local market, 2) extension flow to target export and contract farming, and 3) extension flow for gender main streaming. Firstly, it was confirmed that the General Management of Marketing Section and Training Department in CAAC would take the administration and monitoring role for the extension flow to target local market. It was also proposed that the Follow-up department and Program Department of CAAE to monitor the project. Regarding the gender main streaming, the Rural Development Department in CAAE was proposed to be in charge of this part.

About the governorate extension plan, the plan by year 2030 was discussed. In Assiut governorate, it was planned to target two (2) districts per year. As there are two (2) major crop seasons in a year, it was decided that one village would be targeted in one season then totally four (4) villages can be targeted in a year considering the budgeting and number of officers of the governorate. In Minia governorate, because there are more number of villages, they planned to target five (5) villages from three (3) districts per year.

Budgeting was another issue on the process of extension flow at governorate level. From the experience of ISMAP, LE 10,300 per village was estimated to implement extension flow. In case annually four (4) to five (5) villages is targeted, LE 41,200 to LE 51,500 will be necessary. Since there would be risks for the MALR to keep securing such amount of the budget, the C/P also discussed ideas to reduce the budget as shown below;

**Table 2.5.2 Ideas of C/P on Reducing and Sourcing the Budget**

Contents of Activity	Countermeasure
Implementation of market survey	From the experience of market survey in the project, a list of traders and wholesalers have been organized. By providing this list to farmers, farmers are expected to conduct market survey by themselves. The cost for transportation can be cut on market survey. Or market survey can be implemented nearby participant's village.
Training cost	Cooperative budget can be used for training basically. Instead of hiring lecturer, officers of ARC and officers trained in TOT can be utilized to reduce training cost.
Setting up of Demo-farm	By selecting active farmers, the MALR provides only technical training. (Demo-farm will not be set up and technical training will be provided to farmers by using farmer's individual plot.)
Monitoring	Appealing to undersecretary to budgeting on monitoring (transportation cost).

Methods of securing budget was also discussed. The budget of MALR is limited, but it will be the key for the implementation. Hence, the budget on training cost was planned to cover by the budget of agricultural cooperatives. According to the agricultural cooperative law, the cooperative can use 5 % of their revenue for trainings and in fact the cooperatives in Assiut sourced the cost for the lecturers of TOT from their budget. Furthermore, C/P also suggested that the Governorate Office could allocate some budget for transportation, demo-farms and trainings if they could appeal the effectiveness of the project to the governor.

In October 2018, when the activity for winter crop in the 5<sup>th</sup> cycle reached to the establishment of demo-farms, the tentative implementation system was reviewed by the Project Team. The C/P in Cairo proposed to establish an implementation unit to continue the activities of the extension flow instead of combining each activity of the extension flow into the existing routine work of the extension (CAAE) and cooperation (CAAC) as formulated as the tentative implementation system. The C/P in Cairo explained that there will have to be a coordination anyway between CAAE and CAAC even the roles are divided into the two central administrations and also there is an advantage to get more easily the approval of the budget as a unit than allocating the budget from the extension and cooperation to the activities of ISMAP approach.

This suggestion was discussed with all the C/P and it was decided to establish the ISMAP Implementation Unit. In the unit, same officers who have been engaged in the project were recommended to take part in. Afterwards, the proposal for the implementation system was submitted to the head of Agricultural Services and Follow-up Sector on 15<sup>th</sup> November 2018 and then the head explained to the Minister of MALR, and eventually it was approved by the Minister on 25<sup>th</sup> November 2018. After that, coordinator of the current project team was assigned to the leader of the Implementation Unit. Offices for the units will be prepared in CAAC in Cairo and in the agricultural directorates in Minia and Assiut. The Name plates of the office rooms were given to the Unit at the Project Completion Seminar on 16<sup>th</sup> April 2019 and then the activities of ISMAP approach were handed over to the ISMAP

## Implementation Unit.

The structure of the ISMAP Implementation Unit basically follows the current project implementation structure, namely the Steering Committee is established at the central level and the head of the Agricultural Services and Follow-up Sector becomes the director. Then the head of the CAAC becomes the manager under it. The members for the Implementation Unit in Cairo are assigned from CAAC and CAAE. In Minia and Assiut governorates, the members will be assigned from the extension department and cooperative department by the instruction of the Undersecretary as the current project implementation system.



**Figure 2.5.1 ISMAP Implementation Unit Structure Made by C/P**

## 2.6 Other Activities

### 2.6.1 Trainings in Japan

#### (1) Program of the Training in Japan

In the project, there was a plan for C/P to participate in training in Japan and Kenya to learn SHEP approach. As for Kenya, in which the SHEP approach was originated, the training there was canceled and concentrated on the program in Japan. However, one C/P had chance to participate in the program for SHEP promotion for African administrative officials, which was scheduled from 17<sup>th</sup> November 2014 to 5<sup>th</sup> December 2014 in JICA Kansai and Kenya.

The training in Japan was implemented for three (3) times from 2015 to 2017. Prior to the training, detail of the training program was prepared from August 2014. The program was referred to the SHEP promotion program in JICA Kansai. The program was mainly prepared for focusing on how Japanese administrative officials and private companies tackle on mitigating information asymmetry between consumers and suppliers.

The training was mainly based in JICA Chubu Center. The training was planned to visit the organizations such as Tokai Regional Agricultural Administration office of the Ministry of Agriculture, Forestry and Fisheries (MAFF), the Department of Agriculture Forestry and Fisheries of Aichi Prefecture, agricultural



cooperatives and farmers in Aichi prefecture. In the first training, Okinawa prefecture, where Sanyu consultant has been implementing a unique regional development project under MAFF, was included in the training program, because this project was implemented with the similar concept of the SHEP approach.

Furthermore, SHEP promotion program for African Administrative Officials was implemented from 17<sup>th</sup> November to 5<sup>th</sup> December in 2014. Chief Advisor of ISMAP participated in the part of this training program in Japan and another expert for farmer's organization participated in the part of the program in Kenya. As mentioned above, one C/P participated in this training. Based on the experience in the first training, the content of the training was improved time by time.

## (2) Implementation of the Training

Total 28 C/P participated in the training in Japan. The outline of the training program is shown in the table below.

**Table 2.6.1 Outline of the Training Implementation in Japan**

Training in Japan	The first time	The 2 <sup>nd</sup> time	The third time
Period	11 May - 26 <sup>th</sup> May 2015	16 <sup>th</sup> May - 26 <sup>th</sup> May 2016	4 <sup>th</sup> May – 19 <sup>th</sup> May 2017
Venue	JICA Chubu and Aichi prefecture, and Okinawa prefecture	JICA Chubu and Aichi prefecture	JICA Chubu and Aichi prefecture
No. of participants (C/Ps)	3 from Cairo (3 men) 4 from Minia (3 men) 4 from Assiut (3 men)	3 from Cairo (1 man, 2 women) 3 from Minia (1 man, 2 women) 4 from Assiut (1 man, 3 women)	4 from Cairo (3 men, 1 woman) 1 from Minia (1 woman) 2 from Assiut (2 men)

**Table 2.6.2 Outline of the Training Program in Japan**

Purpose on lecture/visit	Organization
Briefing Exercise 1 : Confirmation of training schedule and project issues	JICA Chubu
By learning Japanese agricultural policy, participants can understand the difference between Japan and Egypt on its structure, social economic background of agricultural improvement extension in Japan.	Tokai Regional Agricultural Administration Office in MAFF
Learning local administration of Aichi prefecture. C/P is expected to learn challenges on agriculture in Aichi prefecture and understand agriculture policy and countermeasures.	Aichi prefecture
Visiting prefectural office of agricultural extension. As forefront of agriculture extension, C/P are expected to learn agricultural extension in Japan. And also collaboration with agricultural cooperatives was introduced. (Okinawa was visited in the first cycle.)	Development center for agriculture, Forestry and Fishery in Northern part of Okinawa. National Land Improvement Project: Haneji Okawa site, local office of Aichi Prefecture in Chita, Tahara city, Tahara extension division for agriculture improvement
Through learning Japanese agricultural cooperative structure and function, C/P are expected to learn the role and function of supplier group.	JA Aichi Chita JA Aichi Minami
To understand of merit and demerit of individual contract farming compared to the farmers of agricultural cooperative	Farming(house, outdoors), farmer, individual farmer
To understand agricultural tourism as one of the agricultural businesses.	Agricultural Tourism (Strawberry farmer)
1) By visiting women groups selling processed product, C/Ps are expected to learn the way of sales promotion and high value-added products which	Genki no sato Visit on Yambaru Morning

Purpose on lecture/visit	Organization
attract consumers. 2) To learn system of agricultural direct shop. 3) Through visiting a morning market which was organized by local chefs and local farmers, C/P are expected to learn mitigation of information asymmetry	Market Female farmer's demo-farm, Mother's group in Yanbalu, chef group in Yanbalu
To Understand differences between Egypt and Japan in agricultural produce marketing, process of pricing, system of agricultural produce distribution and role of central wholesale market in Japan	Central wholesale market in Nagoya
To understand the way of selling by retail store for adapting to diversification of consumer needs	Retail store
Exercise (Lectures for agriculture management, distribution and selling. Recapturing, Discussion on how to feedback the lectures/visits to ISMAP project.)	JICA Chubu

Since the period of the training is limited, the training program was prepared for C/P to learn agriculture structure in Japan by focusing on wide level of stakeholders such as national level, prefecture level and local level. The program includes agricultural policy, agricultural development project, and agricultural distribution (from farmer to JA, wholesale market, retail shop, direct shop and agricultural tourism). Moreover, to enhance the understanding, C/P were asked to organize challenges on agriculture in Egypt. And then they presented on Exercise 1. The program was prepared to contribute to solving these challenges in Egypt.

In the first and second trainings, C/P summarized the challenges of agricultural development in upper-Egypt, which helped them to participated in the training with the idea of where to looked at. As for the third training, the preparatory work by the C/P was modified, namely they reviewed the points to reflect into the project activities, which the C/P identified from the first and second trainings, and then they focused some points to learn in depth during the third training. Also, the C/P summarized their routine work and identified what they want to learn from the training to improve their routine work.

### (3) Feedback to Project Activity

Over the three (3) times of the training in Japan, the Project Team held a Joint Workshop on 8<sup>th</sup> October 2017 to summarize what they learned from the training in Japan. Before the Joint Workshop, feedback has been practiced in order to improve the project activity after each training completed. For example, GAP and utilizing organic fertilizers, which were introduced in the training in Japan, were added to the program of TOT. And the activity of crop cultivation group organized by the agricultural cooperative and extension service division under the prefecture in Japan was introduced to the idea of the marketing committee.

In the Joint Workshop, the contents of the training in Japan were reviewed by the Japanese experts, and then the participants in the training from the 1<sup>st</sup> time to the 3<sup>rd</sup> time reported what they have learned from the training. Based on their report, the participants discussed what they could feedback to their activities. Then, they summarized the feedback mainly into three (3) topics namely, 1) To improve the contents of technical trainings, 2) To improve extension services introducing the cultivation group in Japan through the empowerment of the marketing committee, 3) To conduct business dialogue for direct marketing to retailers, and to establish direct shop at the agricultural cooperative / agricultural office premises.

**Table 2.6.3 Summary of Discussion in the Joint Workshop**

Category	Sub category	Purpose during project period	Future purpose	Role of extension service	Role of Cooperative	Role of Project Team
1.preparation of training program	<ul style="list-style-type: none"> <li>• GAP</li> <li>• Organic fertilizer</li> <li>• Processed food</li> </ul>	To implement trainings such as 1) post-harvest techniques such as grading and packing, 2) Processed food, 3) Organic fertilizers. To implement training of importance on introduction of modern agriculture technology by focusing on cooperative board. To make map on allocation of demo farm in each village.		Provide training	Activation of training center of Cooperative	
2.Farmer's organization	Improvement of Cooperative	In order to activate cooperative, production committee is to be formed adjusting for each crop.	Computerizing of work	Management of marketing committee	Forming Agricultural production committee and Marketing committee	
	Forming Marketing Committee	SWOT Analysis, Measure cropping area for each crop by surveying on agriculture land		Implementation of SWOT Analysis	Agricultural land survey	
3.Supporting farmers for marketing channel development	Market survey	Support on direct marketing by communicating to retail shops				
	Business dialogue	Follow up after the dialogue and evaluate the result of dialogue. Continue conducting dialogue.				Follow up and evaluate the result of the dialogue. Continue the activity.
	Direct shop	One day direct shop will be set up in the area of cooperative/agriculture office.			Set up direct shop.	Communication with retailers, supporting for setting up of direct shop

### 2.6.2 Visiting Good Practices in Egypt

After the first training in Japan in 2015, Japanese side had an idea for C/P to visit good practices in Egypt since there was a big gap between the case in Japan and the project area in Egypt. When JICA temporarily provided traveling fee to the C/P, which was recommended in the mid-term review, C/P planned to visit New Valley governorate and Alexandria governorate. The details were shown in the table below.

**Table 2.6.4 Site Visit of Good Practices in Egypt**

To	Cooperative for processing Dates in New Valley governorate	Advanced Cooperative in Alexandria governorate
Date	11 <sup>th</sup> ~13 <sup>th</sup> October 2017	17 <sup>th</sup> ~ 19 <sup>th</sup> ,29 <sup>th</sup> ~ 31 <sup>st</sup> October 2017
Participants	C/P in Assiut and Minia	C/P from Assiut, Minia and Cairo Cooperative officers in the target villages, Cooperative board members, Japanese experts
Outline	To see how agricultural cooperative manages business/marketing. To see the activity of processing dates and selling the product by agricultural cooperative The cooperative competes with private companies for selling dates. By paying to farmers without delay, the cooperative keeps competitive advantage. To learn that active board members are the key for success.	The agricultural cooperative received investment from IFAD through SAIL project, and then they developed business by processing and selling aloe. There are factors for success, namely. 1) Board members have business mind and making their effort to increase income. 2) Farmers have high education background and they have large farming area. 3) With advantage in Alexandria, easy access to exporters and transportation cost is relatively low. 4) There were support from government as a national policy during the era of Mubarak. 5) Many supports are available as agricultural potential area.

### 2.6.3 Setting the Indicators of PDM

Regarding the setting of PDM indicator, according to the discussion with the Advisory JICA mission in March 2015, the Team requested extension officers at village and district levels were expected to set the target by themselves in order to motivate them towards achieving the target., The way to set indicator was shown below.

- Calculate the average of crop area and agricultural income of the farmers who conducted the baseline survey in each village.
- Calculate the average of target income by replacing the average income of the present summer crop to the one of selected (planned) crops. Compared to the result of the baseline survey, income increase rate is calculated.

The Project Team also supported the calculation to be reasonable numbers and the target rates of income increase were set as shown below.

**Table 2.6.5 Target Increase of Income in Each Village for Project Purpose in PDM-3**

Governorate	Cycle	District	Village	Target Increase (%)
Minia	1	Abo Korkus	El Balad	22
	1	Mallawe	Manshet El Maghalka	12
	1	Dayr Muas	Manshet Semhan	12
	2	Matai	Kom Matai	9
	2	Maghagha	Aba El Balad	26
	2	El Edwa	Barmasha	33
	3	Minia	Tala	37
	3	Samallout	Hataha	24
	3	Beni Mazar	Gendaya	15
Assiut	1	Assiut	Mosha	6
	1	Abnoub	Abnoub	9
	1	Dayrut	Sanabo	18
	2	El Kosya	El Tetalia	14
	2	El Fath	Bany Mor	28
	2	Abo Teag	El Nekhelia	24
	2	El Badary	El Nawawra	8
	3	Man Floom	Man Floom	21
	3	Sadfa	Awlad Elias	22
	3	El Ghanayem	El Mashaya	11
3	Sahel Selem	Sahel Selem	25	
			Average	19

## 2.6.4 Preparation of Extension Manuals

The issues on the extension flow were summarized and discussed with the JICA mission in March 2015 and then the Japanese experts discussed with the C/P and improved the extension flow. Then reflecting the lessons from the 2<sup>nd</sup> cycle activities, the revised extension flow was formulated at the 3<sup>rd</sup> cycle. Based on this revised extension flow, the extension manuals were revised. The manuals were made with three (3) categories, namely Extension Manual of ISMAP Approach, Technical Manual for Horticulture and Women's Empowerment Manual. The following table shows the list of the manuals and these manuals are attached to the Annex 8-5.

**Table 2.6.6 List of the Manuals Prepared by the Project**

Category	Title
ISMAP Approach	Manual of Implementing ISMAP Approach
Technical Aspects of Horticulture	Technical Manual for Horticulture Crops in Minia and Assiut Governorates
	Horticulture Crop Posters (6 kinds)
Women's Empowerment	Manual for Women Empowerment Activities for Officers
	Manual for Women Empowerment Activities for Female Participants
	Leaflet for Pigeon Raising
	Leaflet for Chicken Raising
	Leaflet for Rabbit Raising
	Leaflet for Mushroom Cultivation

## 2.6.5 Communication with Other Development Partners and NGOs

During the implementation of the project, the Project Team has communicated with development stakeholders in Upper Egypt. Newsletter of ISMAP was sent to them regularly. With UN Women, a joint seminar was organized together and shared the outputs of gender mainstreaming activities of ISMAP. UN Women also shared their program and panel discussion was carried out together at the seminar.

**Table 2.6.7 Communication with Main Development Partners**

Development partner	Communication
AfDB/SFD RIEEP	The project covers the same governorates and completed in December 2015. Information was shared. ISMAP News letter was sent to AfDB/SFD RIEEP regularly.
FAO	The project provided technical assistance for cooperative reformation (completed in Dec 2017). The ISMAP approach was introduced to FAO. And the approach was promoted to be utilized in FAO. ISMAP News letter was sent to FAO regularly.
IFAD PRIME	The target area is the same as ISMAP. Project progress was shared. And ISMAP News letter was sent to IFAD PRIME regularly.
UNIDO	The Project Team conducted the presentation of ISMAP in a conference organized by UNIDO. The Project Team also visited UNIDO activity in Minia. And ISMAP News letter was sent to UNDO regularly.
UN Women	A joint seminar was organized by UN Women and ISMAP together for sharing experience in gender main streaming activity. News letter was sent to UN Women regularly.
USAID	Exchanged opinions. News letter was sent to USAID regularly.
WFP	Introduction of activity and approach of ISMAP. And the approach was promoted to be utilized in WFP. ISMAP News letter was sent to WFP regularly.
Action Against Hunger	AAH is an NGO. The project activity was introduced to AAH. Newsletter was sent to AAH regularly.
Coptic Evangelical Organization for Social	CEOSS is an NGO supporting small-scale farmers in upper Egypt. ISMAP activity was introduced to CEOSS and approach was promoted to be

Development partner	Communication
Service (CEOSS)	utilized. Newsletter was sent to CEOSS regularly.
Green Economic Development Association (GEDA)	GEDA is an NGO supporting for small-scale farmers in Abo Korkus district in Minia. The activity covers from investing materials to selling produce. ISMAP exchanged opinions. Newsletter was sent to GEDA regularly.
Horticulture Export Improvement Association (HEIA)	Association for exporters of fruit and vegetable in Egypt. Discussed the possibility of collaboration with ISMAP. Newsletter was sent to HEIA regularly.
Knowledge Economy Foundation (KEF)	KEF is an NGO working for promoting the knowledge of quality to farmers by using mobile phones and web sites. ISMAP participated in a seminar organized by KEF and invited KEF to business dialogue. Newsletter was regularly sent to them.
Agrofood	Private food company. Contract farming of sweet potato cultivation was implemented. Newsletter was sent to Agrofood regularly.
FROZNA	Private food company. FROZNA support contract farming with farmers. Newsletter was sent to FROZNA regularly.
Olam	Private food company. Newsletter was sent to Olam regularly. Thanks to the information on the newsletter, Olam started contracting farmers in onion cultivation.

## 2.6.6 Public Relations

### (1) Newsletter

From the first term of ISMAP activity, Newsletter has been issued monthly and it was sent to the stakeholders listed on table 2.6.5 and also to relevant ministries such as MALR and National Council for Women. Newsletter has been issued 52 times in total. One of agribusiness companies found opportunity to start contract farming by getting information from the newsletter. It was also confirmed at seminars/conferences that ISMAP has been known among the development partners.

### (2) Project Brochures

Project brochures were prepared for public relations. At the beginning of the project, a brochure for the project outline was prepared and provided to stakeholders. In the final stage of the project, the outputs of the activity were summarized both in horticulture activity and gender main streaming. And these brochures were distributed to the participants in the seminars.

### (3) Project Video

#### 1) Uploading Project Video on You-tube

To public training materials and activities, project video was uploaded on You-tube with title of "ISMAP Minia & Assiut". The video can be found from here;

[https://www.youtube.com/channel/UCBh1noEEfKG\\_FMBY7nt6P7A/videos](https://www.youtube.com/channel/UCBh1noEEfKG_FMBY7nt6P7A/videos)

#### 2) Video Prepared by JICA PR

JICA public relations visited ISMAP in August 2015 and prepared a video. And then the video was uploaded on You-tube by JICA in May 2016.

#### (4) Presentation in Seminars

The project activity was presented in seminars and trainings organized by ISMAP/other stakeholders. These events are organized on the Table 2.6.8.

**Table 2.6.8 Presentation in Seminars and Trainings**

Events	Date	Contents
Conference (UNIDO)	14 <sup>th</sup> December 2014	ISMAP made a presentation in the conference titled “Celebrating the Africa Industrialization Day” organized by UNIDO. Mainly the concept of the project was explained as it was just after a half year since the project started.
University lecture titled “International Development Consulting: Development and Gender (Sofia University)”	May 2015	ISMAP gender main streaming activity was introduced by the gender expert in a series of lectures titled “International Development Consulting” at Sofia university.
The 2 <sup>nd</sup> Follow-up lecture in Capacity building training for SHEP promotion (JICA)	July 2015	ISMAP gender main streaming activity was introduced by the gender expert in the lecture which promotes SHEP approach as a capacity building training organized by JICA.
Seminar at Sahara Expo	8 <sup>th</sup> September, 2015	Sahara Expo is organized every year in Cairo. In the expo, the chief advisor was invited as a panelist and explained the project outline. Other panelists were USAID, AFD, EU, SFD and IDRC.
Capacity building training for “Gender in Agriculture/ Agriculture Development” (JICA)	December 2015	In the training, the gender expert in ISMAP lectured gender mainstreaming activity in ISMAP.
Training for JICA National staff in the Middle east area	22 <sup>nd</sup> February, 2017	At JICA Egypt office, a training of gender mainstreaming for national staff from the middle east area was conducted. Chief advisor introduced gender main streaming activities in ISMAP. Participants were from Syria, Iraq, Yemen, Iran, Tunisia, Morocco, and Serbia.
Demonstration in Japan Food Biz in Egypt	18~19 March 2017	Japan Food Biz in Egypt was organized by the Embassy of Japan in Cairo. This event aimed at connecting Japanese private food companies and Egyptian private companies. ISMAP also set an exhibition booth and displayed photos, posters and project videos.
Capacity building training for gender mainstreaming (JICA)	8 <sup>th</sup> December 2017	In the training organized by JICA, the gender expert explained the experience in ISMAP gender mainstreaming activity. Lessons and learned were shared by the participants.
Capacity building training for gender mainstreaming (JICA)	22 <sup>nd</sup> February 2019	In the training organized by JICA, the gender expert explained the experience in ISMAP gender mainstreaming activity. Lessons and learned were shared by the participants.
Joint Seminar organized with UN Women	27 <sup>th</sup> February, 2019	In collaboration with UN Women, the joint seminar titled “Approaches of Women’s Economic Empowerment in Rural Upper Egypt” was organized in Minia governorate.
Project Completion Seminar	16 <sup>th</sup> April 2019	As concluding the project, this seminar was organized for the implementation unit to take over the project activity from the project team. Many stakeholders were invited to the seminar and shared the outputs of the project.

## (5) Publication

ISMAP activity was introduced in the publication of Cairo Japanese Club (March/April 2016) as introduction on JICA correspondent. And on JICA web site, the activity was introduced in “Hot Angle”.

## (6) Mass Media

The Project Team was often interviewed by Egyptian medias during the activities, which were introduced on radio program, newspapers and magazines. NHK radio program (*Rajio Shinyabin*) also introduced ISMAP activity on 17<sup>th</sup> June 2016 after the field survey by the reporter. According to the program producer, there were reaction as “a listener was impressed by intercropping technique with sunflower and cucumber”, and “the other listener complimented as a proud activity”.

## CHAPTER 3 LESSONS, ISSUES, AND IMPROVEMENTS IN PROJECT IMPLEMENTATION

### 3.1 Summary of Issues and Countermeasures Taken in the Project Implementation

The following table summarizes the issues and countermeasures taken in the project implementation period.

**Table 3.1.1 Major Issues and Countermeasures Taken in the Project**

Period	Major Issue	Countermeasure and result	Remark
1st Period: May 2014 ~ June 2015 (1st cycle)	The target farmers selected did not consistently participate in the project. Therefore, the project activities from market survey to farming plan and technical support lacked its consistency. Furthermore, the expected effect of motivating farmers by involving them the successive activities was largely reduced. The survey of women in rural area in Upper Egypt revealed that there were many villages where women are not allowed to work in the field or to join activities with men.	As a result of discussion with the advisory mission from JICA HQ, the project team agreed to make further effort to ensure the farmers' consistent participation.  The project decided to incorporate the activities which women can join on their own initiatives into the project activity, so as to support women in the rural area.	At the time of commencement of the Project, 3-day WS was held for C/Ps to share the understanding of R/D and PDM. Following this WS, 3-day WS was held for formulating workplan. The workplan was prepared with C/Ps since the project intended to enhance C/Ps independence. The project team communicated well with C/Ps during the project activity by trial and error.
First half of 2nd Period: July 2015~January 2017 (before Mid-term Review) (2nd and 3rd cycles)	The project tried several measures to ensure the consistency of farmers' participation. For example, the project distributed passport to the participants, set a banner showing Extension Flow in the village cooperatives so that people can easily understand whole picture of the project activities, and gave feedback of previous activity before next activity. However, the consistency of farmers' participation was not improved.  As for the activity for women, the project organized the women group by each activity and provided them with rearing facility so as to let them learn how to raise rabbit and pigeon. However, they could not work as a group: One person who was assigned for keeping rearing facility managed it alone.	The Project found that some of participants continuously joined the activities in every village. Therefore, the Project formed the marketing committee organizing these active farmers. After that, the Project set the committee to be the core to make farming action plans and select the crops for which the project offered technical support, so that the project could ensure the consistency of the project activities. So as to maximize the benefit for farmers other than the committee members in the village, the Project invited them to technical trainings.  As for the activity for women, the Project made their group work to be more flexible: letting each individual to work independently, the Project organized monitoring meeting to facilitate information exchange among them. The Project applied cost sharing system in the 3rd cycle for procurement of necessary rearing facility, and in 4th cycle, did not offer any facility but only provided them with business plan training.	C/Ps offered their ideas to improve the Extension Flow. As their understanding of the Project activity became even deeper, they took the initiatives more actively.  C/Ps in Assiut governorate were initially unmotivated for women activity. However, they understood the meaningfulness of women activity and became positive for it.
Latter half of	Based on the suggestion	The Project monitored the target	Suggestion from C/Ps



Period	Major Issue	Countermeasure and result	Remark
2ndPeriod: February 2017 ~ December 2017 (After Mid-term Review) (4th cycle)	made in the Mid-term Review, the project decided to continue working in active villages selected from the target villages from 1st to 3rd cycle so as to focus on establish more definite successful examples. The Project activities in the selected villages were smoothly carried out.	farmers more frequently to grasp their experience in the project and collect successful examples. In the monitoring, the project found successful farmers, such as those who increased their income by shifting cultivation period or changing market to sell their products. As for women activity, there were some women who achieved income increase by starting selling breads and by raising poultry.	to the project had increased during the Project activities. Especially C/Ps in Assiut actively contributed to the project activity improvement, proposing plans to observation tour to other advanced successful areas, and to arrange direct selling at the cooperative, which was based on their experience in the training in Japan.
3rd Period: January 2018 ~ October 2018(4th and 5th cycles)	The Project had to formulate the extension plan and implementation plan for the period after the project termination. Since MALR suffered budgetary deficit, the Project had to prepare practical plan incorporating the project activities into MALR's general tasks.	The Project prepared the draft extension plan and implementation structure by June 2018, and try these in winter season 2018. The extension plan and implementation structure were finalized based on the result of trial in winter season 2018. MALR will be responsible for the implementation of the extension plan.	The Project involved C/Ps in Cairo to the consideration of implementation structure. The Project proposed C/Ps to establish implementation unit in MALR and prepared the proposal to the Minister.

**Table 3.1.2 Strategic Approaches of the Project Team**

Strategic approach	Background	Detail method
Consistency of the project activities	It was difficult to have farmers' consistent participation in the Project. There were some farmers who started coming to the activity in the middle.	The Project gave feedback every time before the activity to clearly show the connection among a series of activities and also held feedback workshop to facilitate the understanding of those who joined the activity in the middle. In addition, the Project put a big banner in the cooperative, showing the Extension Flow so that participants can easily figure out in which step they are in a series of activities.
Establishment of the marketing committee	The Project could not improve the inconsistency of farmers' participation in spite of various efforts made by the project.	The project organized the active farmers to form the marketing committee in each target village and made the committee to work as a core to make farming action plans and select the target crops for technical assistance from the Project. The Project also expected the committee formulated in the Project could lead various activities in the village in future.
Activity according to the needs of the target markets	It seemed to be effective to improve the project activities in accordance with the agricultural market structure in Egypt.	The Project analyzed the agricultural market in Egypt and categorized it into "Local market" and "Export market and special market in urban area". The activities centered on market survey seemed to be effective to the former type of market, whereas, the activities centered on business dialogue to the latter type of market. Based on the analysis, the Project divided the Extension Flow into two according to the target markets. As a result, the activity in each Extension flow became efficient.
Gender Main-Streaming	There are many conservative villages in Upper Egypt, in some of which women were not allowed to work in field. Furthermore, the social	It was required to carry out the activity respectively for men and women under the circumstance with rigorous rule of gender-based segregation. Under the concept of gender main-streaming, the Project started support for the activity which women can be engaged in on their

Strategic approach	Background	Detail method
	custom in Upper Egypt did not allow men and women to be engaged in the activity together. Under this circumstance, the Project was apprehensive that women could be excluded from the Project activity.	own initiatives, expecting that it would contribute to the improvement of family budget, resulting in mind change of their husband. The Project incorporated the activities such as raising small domestic animals and poultry, and agricultural processing into the Project framework and worked on the establishment of Extension Flow for women. In the activity, the Project implemented market survey, business plan training, and technical training for the target women.
Information sharing and public relations	Since C/Ps in Cairo, Minia and Assiut worked in each area away from each other, it was necessary for the Project to facilitate communication among them. Conversely, this situation could be utilized to establish cooperative relationships with various organizations such as donors and agri-business stakeholders in each area.	The Project held Joint WS gathering C/Ps from 3 locations, especially to discuss the important issues. Furthermore, the Japanese experts conveyed the experiences to C/Ps in other areas to stimulate them. Specifically, since C/Ps in Assiut were more active than C/Ps in Minia, the Japanese experts facilitated the activities in Assiut to proceed and transfer the progress in Assiut to Minia to encourage C/Ps in Minia. As for public relations, the Project had regularly distributed newsletter to related stakeholders. There was a private food industrial company, which got the information of the Project from the newsletter, came to the agricultural directorate in Assiut to consult the Project about contract farming with small-scale farmers.

## 3.2 Lessons Learned from the Project Implementation

### 3.2.1 Sharing a Common Goal

The Project Team explained to the farmers that the project activity would start with grasping market needs. However, many of the farmers felt anxious about whether they can assure the markets to sell their products. They said that the challenge they have with wheat production was its productivity but not market since all wheat production was to be sold to the government. Their comments like this seemed to have indicated their anxiety about marketability of their products. Understanding the consideration implied in the comments by the farmers, the Team said to them “the project implemented under the initiative of MALR sets its goal to double the income of small-scale farmers and we would like to work on it together with you”. The farmers nodded assent in response to it. It was essential to share a common goal between the project and beneficiaries so as to establish cooperative relationship.

### 3.2.2 Meaning of Participation in the Project for Farmers

At the initial stage of the project, C/P’s mind seemed to be occupied with the idea of compensation to farmers. The expert discussed with the C/P that the participation of the farmers in the project activities is not supposed to be a burden but an opportunity for investment for them and we are supposed to select the farmers who think the participation in the project would give them benefit. That should be the meaning of a willing farmer. However, C/P also pointed out that small-scale farmers were generally so poor that they had to work as a wage worker, which means that it would be difficult for them to join the project activity for a long time in a day. Having that opinion from C/P, the Team reconsidered what the participation in the project would bring to farmers.

Firstly, the project was required to provide the farmers who had willingness to invest their time in the project with explanation which included enough details for them to examine it. Secondly, the project activities were required to be attractive enough for farmers to be motivated to get involved in it. Considering these points, the Team implemented explanatory workshops in the villages and also

repeated the explanation at every opportunity, so as to raise a shared awareness to consider participation in the project as an investment for them, but not burden. It seemed to be effective to introduce successful examples in the project in the extension activity.

### 3.2.3 Decision Making Process and Capacity Development

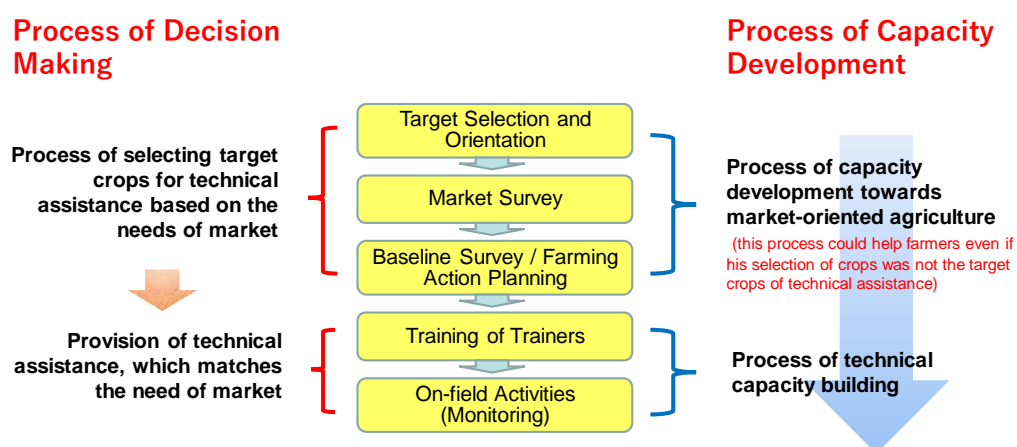
In rural area in Egypt, farmers generally prefer not to organize themselves into work groups. In addition, the agricultural cooperatives in Egypt, through which the project gets access to farmers in the village, are so huge organization that cooperative members (farmers) cannot communicate each other so frequently. Therefore, the agricultural cooperatives function as a service provider in large villages. Therefore, even though the project deals with the agricultural cooperative, the target farmers are not really organized under its umbrella but are participating in the project as individuals.

Under such circumstances, it has become clear that the extension flow may function not as a process of capacity development, but as a process of decision-making through the farming planning workshop. This workshop seems to aid decision-making in the selection of crops requiring technical assistance rather than develop the farming planning capacities of participating farmers.

The inconsistent participation of the target small-scale farmers has been one of the critical issues of ISMAP. In response, the Project Team has formed the marketing committee composed of the active farmers who consistently participate in the project activities, and allowed this committee to decide which crops will require technical assistance. Their decision is based on market information and the profitability of candidate crops.

The project team plans TOT and establishes demo-farms based on this crop selection. However, individual farmers still cultivate crop varieties that were not selected for technical assistance. The farming plan workshop will therefore not develop farmers' capacities in making individual farming plans.

However, the workshops for making farming action plan was participatory in nature, and therefore supported farmers autonomy and developed their intrinsic motivation. The Team considered that the Extension Flow could work as decision making process for farmers and also capacity building process for farmers in terms of enhancing farmers' autonomy in the process.

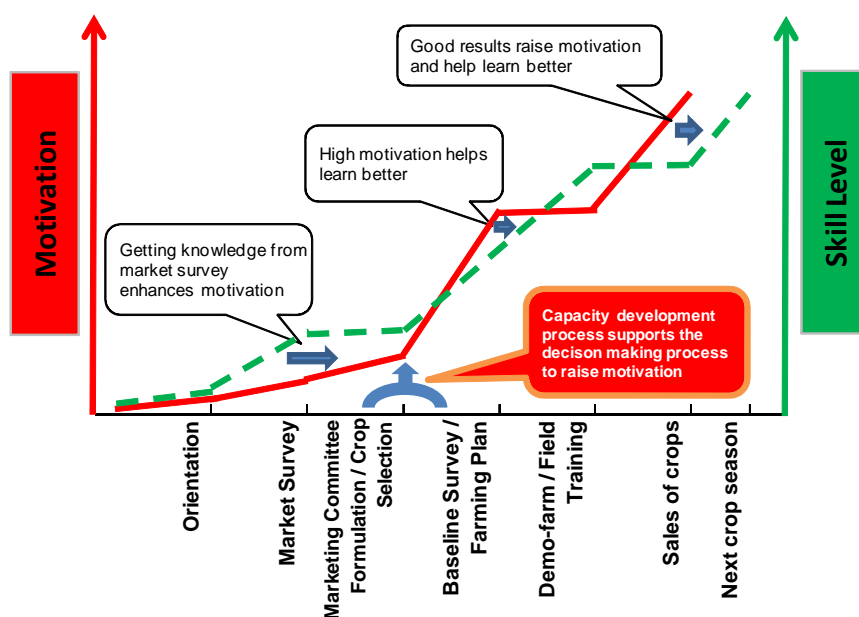


**Figure 3.2.1 Dual Characters of Extension Flow: Decision-making and Capacity Development Process**

Whereas, as the target crops requesting technical assistance were narrowed through the workshop, it became more effective to organize another session to provide the target farmers with training on farming plan. In the 4<sup>th</sup> cycle, the Team extended the lecture on farm management at the TOT from the previous cycle to include exercises. The Team repeated the farm management session in the target villages in order to work on further capacity development. The farmers who participated in the market survey could then utilize the information obtained from the market survey regardless of the crops selected for technical assistance.

The original farming plan workshop in the extension flow is considered part of a process to support the farmers’ sense of autonomy, by providing a venue for participatory decision-making. On the other hand, farmers’ capacity development is supported by a series of activities, i.e. market survey, farming plan / farm management training, and technical trainings. These activities increase farmer’s competencies (the decision-making process could also contribute to capacity development by improving judgement abilities, or teamwork capacities, etc.)

As discussed above, the Project has tried to improve the ISMAP Extension Flow to raise the intrinsic motivation of the target farmers by combining decision-making and capacity development process to support the need for both autonomy and competence.



**Figure 3.2.2 Motivation through Decision-making and Capacity Development Process**

### 3.2.4 Agricultural Cooperatives in Egypt

The Project Team originally intended to ask only the agricultural cooperatives which were interested in the project to submit the application form to the Tam, expecting to narrow down the candidate cooperatives with motivation. However, C/P in Assiut governorate argued that they obligated all the agricultural cooperatives to submit the application form. In response to this, the experts proposed incorporating the item which could examine whether a cooperative had willingness to participate in the project or not into the questionnaire in the form. However, some of C/P argued again that the agricultural cooperatives had to obey the instruction from the governorate office, which meant for those C/P, that they did not need to examine how much motivation the cooperative had.

The agricultural cooperatives in Egypt had functioned as a governmental organization to control agricultural production and distribution since Nasser's Revolution in 1952. During this period, the government had controlled farming plan nationwide and purchased the produce through the agricultural cooperatives. In 1980's, the Agricultural Liberalization Policy was introduced, and the Cooperative Law was enacted in 1982. The related laws prescribed that the agricultural cooperatives were managed by the governing board consisting of farmers' representatives. However, in the reality, agricultural cooperatives now are working as semi-governmental organization, as the cooperative officers get salaries from the government. While the agricultural cooperatives can freely be engaged in economic activities, they cannot manage their organization without the officers' wage supported by the government.

As implied in the comments made by the C/P in Assiut above, not a few MALR officers, including the C/P of the project, still consider that the agricultural cooperatives are fully under the umbrella of the Ministry, which therefore means the cooperatives have an obligation to follow the instruction from the upper level in the organization within the Ministry. The cooperatives may actually be responsible for obeying the upper level offices within the Ministry because they get financial assistance from the Ministry. This situation seemed to have made C/P to feel strange about the proposal by the Japanese experts to narrow down the candidates based on their motivation.

In 2015, the Cooperative Law was revised allowing the agricultural cooperatives to run a business in cooperation with private companies. C/P who participated in the training in Japan observed various economic activities managed by Japanese cooperatives. That experience in Japan motivated them to reconsider the real expected role of the agricultural cooperatives in Egypt. It is required to change their mind to consider how to support economic activity under the cooperatives' initiative, not treating them as subordinate organization under the government.

### **3.2.5 Considering the Strategy Based on the Market Structure of Agricultural Produce in Egypt**

The Project Team has repeated trial and error to achieve increase in small-scale farmers' income, through which it became clear that it was very critical to formulate strategic stories. Therefore, the Team set the strategy of ISMAP by analyzing the major agricultural market structure in Egypt and improved the Extension Flow based on it. The following explains the strategy.

- Regarding the agricultural market structure in Egypt, if you get high income by quality produce, it requires to target export markets and special markets in big cities selling the likes of organic produce. The major channel to such markets is with agribusiness companies by way of contract farming. Without forming groups or associations, individual small-scale farmer finds it difficult to access these channels.
- In the local market, the size and color of the produce will affect the grade. Adding value by grading the produce is not well recognized in the local market. Hence, the price at the local market is determined simply by supply and demand. Therefore, farmers tend to mix all the grades in a box and sell by weight as much as possible. As a result, the market becomes the place where suppliers and buyers compete for a single produce, as there is no price differentiation by grade. Given this situation, the better strategy would be to cultivate crops to sell produce in off-season.

**Table 3.2.1 Agricultural Market Structure in Egypt and Project Activity**

Market structure and channel	Correspondent Activity	Technical Assistance
When you compete with <b>quality produce</b> , target export and special markets in big cities. It is required to deal with agribusiness companies to access to such markets. e.g. contract farming. Small-scale farmers need to form a group to make a-lot enough to attract the companies.	Compete with quality produce = business dialogue = public-private collaboration	Agricultural cooperatives or others coordinate with the company and announce farmers to participate. Technical assistance could be provided by public-private collaboration. Public: Organizing farmers, coordination technical advice Private: input provision, technical instruction, purchasing produce
For the local market, <b>selling produce in off-season</b> would have more potential to get higher income. Framers can individually sell the produce directly or through traders to the local market.	Sell in off-season = Market survey = demo-farm	Technical advice on the demo-farm after TOT. Form a group to manage the demo-farm so that many farmers have opportunity to receive technical advice.

Based on the market structure summarized above, the Team divided the original Extension Flow into two flows: one flow targeted local markets centering the market survey activity, and the other flow targeted export and special markets centering the business dialogue. In the latter flow, the business dialogue was planned to be held only when agribusiness company which was interested in contract farming with small-scale farmers. Consequently, the Team built three independent flows including the Extension Flow for women activity.

Small-scale farmers, who have very limited manageable farmland, tend to think that cultivating horticultural crops like vegetables is too risky for them compared to cultivating wheat, which they can stably sell to the government. It is because they have few experiences of cultivating horticultural crops and farm management for those crops requires cost, time and labor. In addition, the market of horticultural crops is generally unstable.

Regardless of such basic attitude of farmers toward horticulture, there were many farmers who received technical assistance in the project activities such as demo-farms, and many of them showed their intention to try or continue cultivating horticultural crops like vegetables. Furthermore, the Team found the spillover effect on the surrounding farmers from the target farmers. It became clear that the visualized successful experience of farmers seemed to have a significant impact on other farmers to change their conservative attitude.

It was essential for the project to share a common marketing strategy and roadmap with farmers to achieve final goal of increasing farmers' income, in order to facilitate farmers' positive engagement in the market-oriented activities by minimizing their anxiety about market risk. It was required for the project to maintain the strategic linkage among each activity in the Extension Flow based on the strategy the target farmers aimed at. For instance, different strategic story in the flow should be applied based on the market targeted: quality control technique is to be required for contract farming with exporters, and cultivation technique to grow in off-season is for local market.

### **3.2.6 Formulation of the Marketing Committee as a Countermeasure against the Inconsistent Participation of the Farmers**

The most serious issue the Project Team faced in the 1<sup>st</sup> cycle was inconsistent participation of the target farmers. 46% of the farmers who joined the first activity of the project, which was the baseline workshop

in the 1<sup>st</sup> cycle, dropped out after that. It was eventually found that only 11 farmers, or 5% of the total number of farmers at the initial stage, had participated in all the six (6) times of activities in the 1<sup>st</sup> cycle. 33 farmers (15% of the total number) joined the activities equal to or more than five (5) times in total.

The SHEP approach states that it is essential to maintain the linkage between each activity in the flow to enhance the synergistic effect of motivation and improvement of skills. Under the circumstance in which farmers did not continuously participate in the project activity, the synergistic effect could not be expected. It was a concern that such situation could eventually cause adverse effect on the achievement of the project outputs.

The inconsistent farmers' participation seemed to have been partially attributed to low administrative ability of the agricultural cooperatives. The agricultural cooperative officers communicated with the target farmers through the cooperative board members, who were regarded as the representatives of farmers in the village. According to the cooperative officers, they had no authority to obligate the target farmers.

Furthermore, it was found that there was a discrepancy between what kind of support the project would offer and what farmers expected, even though the Project Team had continuously explained the project activities in detail to share the common goal with farmers. It took a bit too long time to run one cycle of activities so that farmers could not recognize the benefit they could have expected by joining the activities continuously. In addition, it seemed to have been difficult for small-scale farmers, who were engaged in various activities including daily field work, to gather in a place on the same day.

The issue was discussed with the advisory mission from JICA HQ, which visited the project from 6<sup>th</sup> to 13<sup>th</sup> March 2015. In the discussion, it was agreed to try the following to encourage farmers' continuous participation in the 2<sup>nd</sup> cycle.

- The Project Team explained the project activities using pictures of 1<sup>st</sup> cycle activities in the explanatory workshops in the target district and village cooperatives in the 2<sup>nd</sup> cycle.
- The Team put the big panel showing the Extension Flow in the target village cooperatives so as to let everyone easily see the whole picture of the project activities. The panel was used in every workshop in the village.
- The Team reviewed the previous activity every time before activity so that farmers could recognize the linkage between the activities.
- The Team requested the cooperatives to select young farmers who were expected to have high potential to improve their capability. Moreover, the Team asked the cooperatives to select 10 women as the project targets at least. Consequently, the average age of the target farmers in the 2<sup>nd</sup> cycle was younger than those in the 1<sup>st</sup> cycle, and about 10 women were selected in each village other than wives of the target farmers.
- The Team distributed the passport by which farmers can see the record of activities they joined so as to enhance their motivation to continue coming to the project activities. The passport was made using small notebook attaching each farmer's picture taken in the 1<sup>st</sup> workshop. The photography was popular among the farmers.
- The Team accepted farmers who joined the project in the middle and continued joining the project until the workshop of baseline and farming action plan.
- The Team promptly implemented the activities in a cycle so as to maintain farmers' awareness

of linkage of the activities and importance of continuous participation. It was able to realize since C/P already had learned the basic implementation method and had necessary information such as agri-business companies in the 1<sup>st</sup> cycle.

Although the Team had tried all above explained improvement, the effectiveness was limited, and the Team could not improve farmers' participation so much. Therefore, the fundamental improvement of the design was required. The implementation structure of the project at Egyptian side consisted of four (4) levels, namely the governorate, district, village cooperative, and target farmers, under the cooperation of cooperative and extension divisions. In the implementation structure, the Team had difficulty in sharing the project concept with target farmers, while it could with upper three (3) levels of the structure from the governorate to the village cooperative.

Farmers in rural area in Egypt generally do not like to work as a group. Moreover, the village agricultural cooperatives are semi-governmental organization, so that cooperative members (farmers) do not regard the cooperatives as their own organization. Regardless of the nature of farmers and agricultural cooperatives in Egypt explained above, the initial approach resulted as organizing a kind of group gathering around 40 farmers as the target of the project, which did not function well.

Having the difficult experience in the initial stage of the project, the Team changed its activity design to focus on cooperating with a few active farmers who could fully share its concept. The Team treated them as representatives of the village and facilitated them to disseminate the information and knowledge offered in the trainings in the village. According to the experience of the demo-farm management in the 1<sup>st</sup> cycle, it also became clear that it was practically possible for farmers to work as a group as long as farmers could form an appropriate size of group with explicit purpose having appropriate rules.

As for the example in another country, in the technical cooperation project in Rwanda (SMAP), the project implements the trainings for the representatives of horticultural cooperatives. The cooperatives in Rwanda are established on farmers' own initiative and its members recognize other members each other. That indicates that it is highly possible for the representatives to smoothly transfer what they learned in the training by the project. Moreover, the cooperative has shared field, in which the project carries out the trainings, so that cooperative members can easily access the information and knowledge supplied in the trainings.

On the other hand, in Egypt, the agricultural cooperatives are still working as semi-governmental organization and so large that its members hardly know each other. Under such circumstances, the Output-3 in the PDM aimed to tackle such situation the agricultural cooperatives in Egypt have so as to make it function well as a coordinator among farmers in the village.

The capacity of cooperative and its officers and ambitiousness of cooperative board are different from village to village. Hence, it seemed to be effective to form a group involving a few active farmers (e.g. a progressive farmer and those who were with business mind) and to make it as leading organization in the village. The Team officially recognized the farmers involved in the group and named the group the "Marketing Committee" in order to facilitate the activities by the marketing committee. By doing so, the Team intended to secure the farmers who can work based on their intrinsic motivation

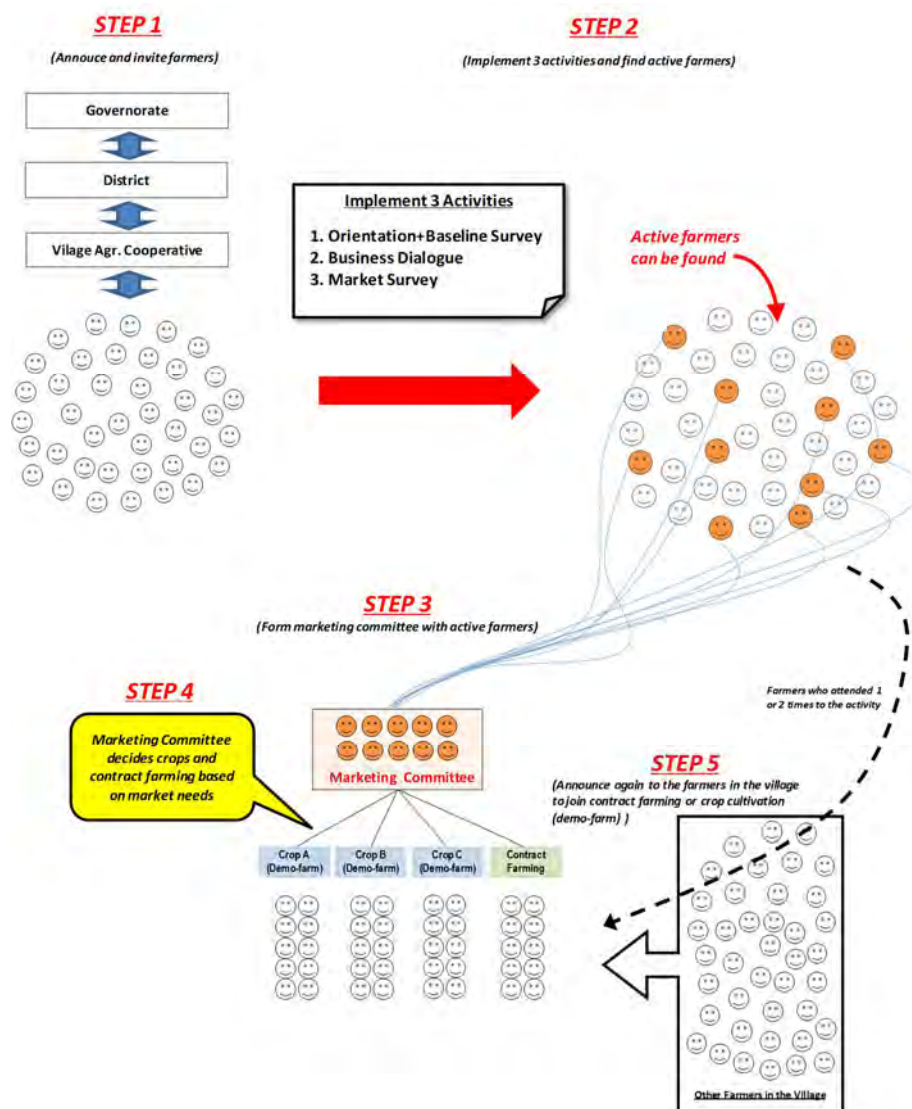
The issue the Team faced to apply the new activity design was how to find the appropriate members for the committee. In the 2<sup>nd</sup> cycle, it was found that there were a few farmers who were continuously joining the project activities in every village. Therefore, the Team decided to invite such farmers to the



committee after the several times of activities. The Team finally organized active farmers who were identified in the activities, cooperative officers and board members, to formulate the marketing committee in each village. The marketing committee was responsible for making farming action plan and contract farming plan, and also calling for other farmers' participation in the trainings. As a consequence, the project implementation structure was modified to involving the marketing committee instead of the agricultural cooperative: the governorate, district, marketing committee, and farmers.

The following outlines the procedure of forming the marketing committee.

1. The Project starts the first three activities (orientation, business dialogue, and market survey) with the 40 target farmers who have interests in the project.
2. Active farmers should be identified through these three activities. The Project Team then form a marketing committee with these active farmers (of around 10 farmers)
3. This marketing committee will lead the selection of crops, getting technical assistance, or trying contract farming. This process will ensure that farming plan made by the marketing committee is based on the activities they participated so far.
4. After the crops are selected, the village agricultural cooperative will announce to the villagers that they may join the technical training for each of the selected crops. The cooperative officers will make a list of the interested farmers by crop.
5. The listed farmers for each target crop will be organized into a cultivation group, and the agricultural extension officers will provide them with technical training. The target of baseline survey will be the members of marketing committee and the farmers in the list.



**Figure 3.2.3 Steps to Form the Marketing Committee**

### 3.2.7 Promoting the Active Marketing Committee through Demo-farm Activities

The marketing committee was introduced in the 3<sup>rd</sup> cycle and it is expected to become the core organization for agricultural development in the village. Although the farmer members of the marketing committee consistently participate in the project activities because of their personal interest in the project; they are not necessarily the ones who will think of the future development of the whole village. It is therefore unclear whether the marketing committee should become the core organization for the village development.

The marketing committee members were selected from the original target farmers based on their consistent participation in the project activities. The Project Team therefore needed not to mislead farmers letting them to see the committee members are the only beneficiary of the project. Furthermore, the Team needed to facilitate the committee to lead the village. Therefore, the Team tried to enhance the cooperative relationship on shared benefits between the committee members and other farmers by promoting contract farming and technical training activities.

Regarding the demo-farms that were led by the marketing committee, the conventional method of

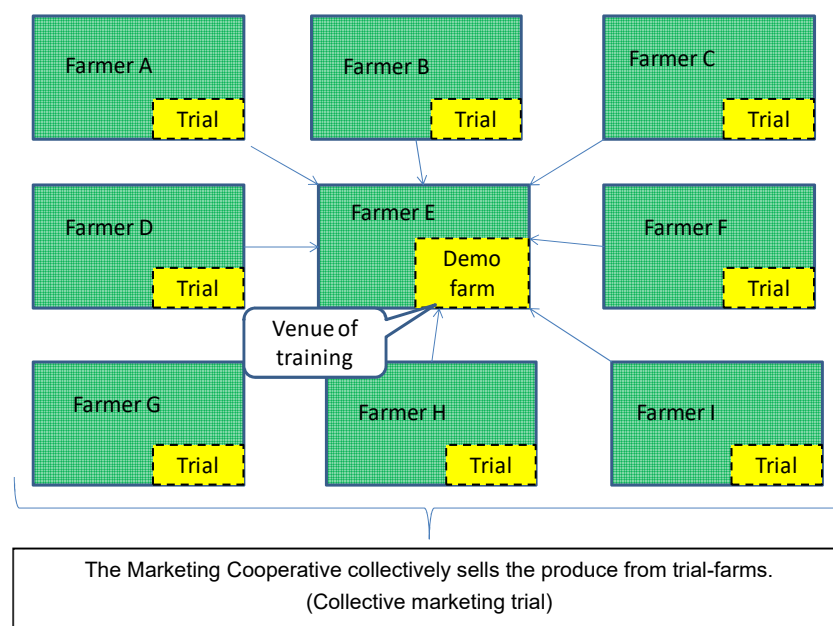
establishing a demo-farm was to have a land of a certain size (the basic size for the practice of MALR is one feddan), and one or a few farmers to maintain it. Such conventional method was expected to make an uneven display effect on the villagers. However, there was also the risk that the conventional way might weaken relations between the committee members and other farmers, and in the worst case, the committee members might monopolize the demo-farm. The Team examined the following ideas to promote the sharing of demo-farm activities between the committee members and other farmers to avoid the risk.

- Establish the demo-farm as a venue for field training and invite interested farmers to participate in the training.
- Provide participant farmers with inputs (seeds and fertilizers) little enough for 1 karat (420 m<sup>2</sup>) to try out cultivation. Farmers can cultivate these crops in a small plot immediately after seeing the demo-farm, rather than wait for the following crop season. This small plot is named the “trial-farm”.
- Trial-farm production is small, and it may be difficult for the trial farmers to sell their produce to traders. An idea that the marketing committee collect and sell the produce from all the trial-farms to traders seemed to be worth trying. This could also activate the marketing committee and create a common interest between its members and other farmers.

Input provision for the demo-farm was not just a subsidy given to the farmers but aimed to cover the necessary expenses for training activities on the demo-farm. If the Team provided a farmer with inputs for one feddan, this would increase the risk that the provision of inputs was to be interpreted as a kind of subsidy offered to the demo-farmer. Once such understanding prevailed among farmers in the village, this could cause the jealousy amongst them. In addition, MALR did not have enough budgets to supply such subsidy nationwide.

The trial-farm input provision was set so minimally enough not to give trial farmers monetary profit that it avoided the creation of jealousy amongst farmers. It was because it had been observed, that exclusively providing input to demo-farmers created jealousy and caused negative effects on the demo-farm activity. The trial-farm approach is designed as a countermeasure against creating such situation in the village, and to maximize the effects of the demo-farm activities led by the marketing committee.

As a result of the project implementation, the actual number of trial-farmers remained small, and no attempt at collective marketing was made as a result. Nevertheless, the pilot trials like above are necessary to examine continuously to make it actually function so as to increase the presence of the marketing committee in the village.



**Figure 3.2.4 Concept of the Trial-farm**

### 3.2.8 Operation of Demo-farms

The following summarizes the lessons learned from the management of trainings carried out in the demo-farms, which were found to be effective for dissemination of agricultural techniques.

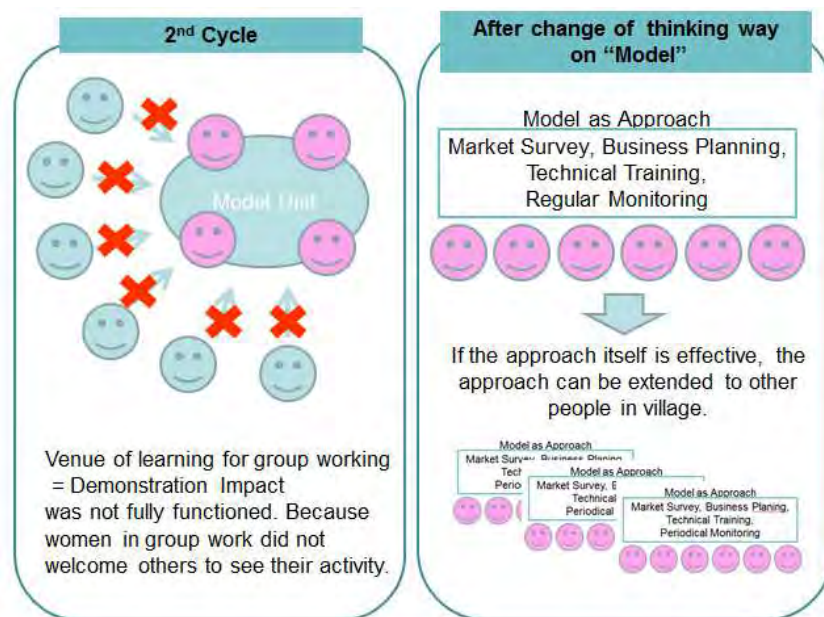
- The Project Team selected the progressive farmers in the area for demo-farmers in reference to what C/P learned in the training in Japan. There were some demo-farms which many surrounding farmers visited, which implied that demo-farm management in cooperation with such progressive farmers would be one of effective ways for dissemination of techniques.
- It was also found to be an effective way to establish demo-farm renting a part of farmland from large-scale farmers.
- The farmer who tries cultivating horticultural crops for the first time can minimize their risk by being involved in demo-farm management, because they can regularly receive technical advice from extension officers. However, it is also required to try maximizing the number of beneficiaries by group management of demo-farms etc.
- In a case observed in the project, the delay of demo-farm establishment accidentally made its produce be sold at unexpectedly high price in off-season. Although it became a good example of market strategy applicable in local market as a result, the fluctuation in agricultural market does not always follow what people anticipate and we have to determine whether to try cultivation targeting off-season in demo-farm taking all possible risk into consideration. Furthermore, previous crop cultivation schedule also affects the decision.

### 3.2.9 Challenges on Women's Empowerment Activities

In the 2<sup>nd</sup> cycle, the women activities were implemented as a group activity and the groups were considered as model units to extend their skills to others. In horticulture activities, demo-farms were set up for demonstration for others. The model unit in the women activity was expected to bring the same effect. However, it was difficult to show their activities to others because members kept poultry inside

of their house. And they hesitated to accept someone to see their activity. Therefore, model unit did not function as model for others.

The Project Team discussed how to extend the skill to others. If the project covers more extension activity, it is necessary to increase budget. It means the government, which will take over the project, also needs larger budget for extension activity in future. Through the series of discussions, the Team decided to change the way of extension approach. No financial support is provided to the business activities of women, but the Team will provide a series of training to increase the number of women being trained. These women who were trained in the project approach managed their investment cost for their business. Some women, who knew the project would not support financially, left project. However, most of women knew the series of trainings were effective to their business activities, and they continued participating in the project. After they prepared business plan, they started business by their own. It proved that technical trainings in women activities worked effectively on their business.



**Figure 3.2.5 Concept of Model: from Model for Demonstration Effect to Model for Approach**

## CHAPTER 4 ACHIVMENT OF PROJECT PURPOSE

### 4.1 Achievement of Project Purpose

Before starting the terminal evaluation, the team verified the achievement of project purpose by the indicators. The summary is shown in the table below. The detail information is included in the end-line survey report as attached Annex 8-1.

**Table 4.1.1 Status of the Achievement of the Project Indicators**

Item	Indicator	Status of the achievement
[Project Purpose]: Agricultural incomes of the small-scale farmers and surrounding small-scale farmers who practice the ISMAP Approach are increased.	<p>a. The agricultural incomes of the small-scale farmers who practice the ISMAP Approach are increased by 6% - 37% by household and village.</p> <p>b. At least 30% of the women who practice the ISMAP Approach have made a business plan and practiced the market-oriented activity based on the plan.</p> <p>c. The agricultural incomes of surrounding small-scale farmers who practice the ISMAP Approach are increased.</p> <p>d. More than a half of the small-scale farmers who practice the ISMAP Approach changed their farming style toward market based.</p>	<p>a. Out of 20 target villages, 18 villages have achieved the target at least one time in two years after project implementation. The agricultural income is affected market fluctuations, therefore some villages could not achieve the indicator in the second year even it achieved the first year after project implementation. In total 2 villages, one in Minia and one in Assiut, could not achieve the indicator.</p> <p>b. Out of 66 women who participated business plan training, 52 women (79%) have carried out any business, therefore the indicator was achieved.</p> <p>c. In average, 55% of the first cycle farmers (out of 16 farmers), 60% of the second cycle farmers (out of 20 farmers), and 70% of the third cycle farmers (out of 14 farmers) were answered that their agriculture income was increased after joining the ISMAP.</p> <p>d. 141 farmers (84.9%) out of 166 in Minia and 230 farmers (88.8%) out of 259 in Assiut made a farming plan based on the ISAMP approach, therefore the indicator was achieved.</p>
Output 1 Market-oriented extension approach is established.	<p>a. The draft plan of extension flow based on the market-oriented approach is formulated.</p> <p>b. The average score of evaluation on formulation and revision process of the plan of extension flow is higher than 4 in the five-grade evaluation by the relevant stakeholders.</p> <p>c. The extension flow based on the market-oriented approach, which is revised through implementing project activities, is approved by the Joint Steering Committee (JSC).</p>	<p>a. The draft plan of extension flow was made by the project.</p> <p>b. Out of 18 answerers, the average score was 4.33 (grade 5 was 6 answers and grade 4 was 12 answers), hence the indicator was achieved.</p> <p>c. The draft plan of extension flow was approved by the JSC.</p>
Output 2 Agricultural techniques for value-added products are examined and developed.	<p>a. Guidelines and manuals on the examined and developed agricultural techniques are made.</p> <p>b. More than 70% of the examined and developed agricultural techniques are included to the Training of Trainers for extension staff.</p>	<p>a. Guidelines and manuals on the examined and developed agricultural techniques were made.</p> <p>b. MARL published a lot of extension manuals and the project utilized these manuals for TOT. The manual which the project summarized was used these existing manuals, thus almost 100% of examined and developed agricultural technics were utilized.</p>

Item	Indicator	Status of the achievement
Output 3 Capacities for making and implementing action plans of the agricultural cooperatives are strengthened.	a. Action plans for improving agricultural incomes of small-scale farmers are made by the target agricultural cooperatives. b. More than 70% of activities based on the action plans are implemented.	a. All target 20 villages have made action plan.  b. The average percentage of activities achievement in Minia was 69% and in Assiut was 72%, and the total average score was 70.5%, therefore the indicator was achieved.
Output 4 Farming methods based on the market-oriented approach are deployed within the target agriculture cooperatives.	a. Extension plans for deploying farming methods by the target agricultural cooperatives. b. Existence of new farming activities based on the market-oriented approach within the target agricultural cooperatives.	a. Extension plans for deploying farming methods with the number of target farmers by villages were made. b. There are the farmers who learned and practiced new farming activities through ISMAP approach in the target and surrounding villages.

## 4.2 Terminal Evaluation

The terminal evaluation was carried out by the joint evaluation team of both Japanese and Egyptian sides from 4<sup>th</sup> November 2019 to 21<sup>st</sup> November 2019. The evaluation team consisted of four (4) Japanese and two (2) Egyptian. The evaluation team conducted several surveys such as interview with project stakeholders, site visit and data collection, and then prepared a terminal evaluation report. The recommendations by the team were explained at the 8<sup>th</sup> JSC meeting on 21<sup>st</sup> November. The summary of the results are as follows;

**Table 4.2.1 Summary of Result of the Terminal Evaluation**

Overall	Since the Project Purpose has been virtually achieved and will be fully achieved during the remaining cooperation period, the Terminal Evaluation Team considered that the Project has attained its original goal and should be terminated on May 26, 2019 as described in R/D.
Relevance	High : (+) Relevance with Egyptian policies (+) Relevance with the needs of local communities to reduce poverty (+) Relevance with Japan's aid strategy
Effectiveness	High : (+) Indicators of Project Purpose have been reasonably achieved. (+) Dissemination of the Project activities was more than expected at the Project formulation stage.
Efficiency	Moderate : (+) Input by the Japanese was reasonable. (--) Operation cost has not been born by the Egyptian side up until now. (-) Frequent turnover of the Egyptian CPs at the management level (+) Outcomes of the Project have been achieved well.
Impact	Positive Impacts are expected: * Overall Goal is difficult to be achieved due to shortage of budget. * Positive impacts were observed, and no negative impacts observed so far.
Sustainability	Relatively Low: (+) Policy support can be expected (--) There is a great concern about financial sustainability of the Project (--) Weak implementation capacity of extension activities due to limited budget and human resources.

## 4.3 Follow-up Activities after the Terminal Evaluation

### 4.3.1 Recommendations from the Terminal Evaluation

In order to meet the recommendations by the terminal evaluation, the Project Team held meetings in

Cairo, Minia and Assiut. The recommendations and the measures taken are as summarized below;

**Table 4.3.1 Recommendations from the Terminal Evaluation and the Measures Taken by the Project Team**

Recommendations	Measures	Period
<b>1. To the Project Team in remaining period</b>		
<p>1.1 Follow-up activities of all target villages</p> <p>Techniques and ideas provided by the Project are found to be no longer utilized in some target villages, most of which participated in the 1<sup>st</sup> and 2<sup>nd</sup> cycles.</p> <p>In order to take root, the ISMAP Approach in the villages, intensive follow up activities such as holding wrap up workshops to reactivate the Marketing Committee is needed for all the target villages of the Project from the 1<sup>st</sup> cycle to 5<sup>th</sup> cycle.</p>	<p>The Project Team held WS with the representatives of the target cooperatives and marketing committees to share the knowledge and Success stories and update the technical manuals. The role of the Marketing Committee was presented and discussed at this WS. Also provided guidance to form Marketing Committee in the 1<sup>st</sup> and 2<sup>nd</sup> target villages. As a result, Marketing Committee has formulated all target villages.</p>	<p>The WS was held on 17<sup>th</sup> Dec. and 24<sup>th</sup> Dec. 2018, in Minia and Assiut, respectively. (role of Marketing Committee has been clarified)</p>
<p>1.2 Marketing Committee</p> <p>Important role, the responsibility and leadership of Marketing Committee should be clarified, and the Marketing Committee member should understand it.</p>	<p>Role and purpose of the Marketing Committee and the activities were clarified and explained to the target farmers in the WS above.</p> <p>Moreover, the role of the Marketing Committee was mentioned in the extension manual.</p>	ditto
<p>1.3 Support of Contract Farming</p> <p>In order to implement Contract Farming, establishing functions in the agriculture cooperatives or governorate offices is recommended which can give technical and legal advices to the farmers and examine the process of contracts in order to minimize the farmers' risks.</p>	<p>The Team had a meeting with the Marketing Management section under agriculture directorate in Minia and Assiut and suggested to communicate with contract farming center in MARL HQs.</p>	<p>Until the end of the project.</p>
<p>1.4 Dissemination of updated techniques</p> <p>As some of the target villages which participated in 1st and 2nd cycle of the project didn't receive new cultivation technics, supplemental information and manuals are needed to be updated.</p>	<p>Seminar on the updated extension manuals was carried out for district and target village officers to disseminate it.</p>	<p>The seminar was held in Minia on 4<sup>th</sup> February 2019 and in Assiut on 5<sup>th</sup> February 2019.</p>
<p>1.5 Enhancement of monitoring and common understanding of the progress</p> <p>It is recommended to keep conducting periodical monitoring by Technical Committee in order to conduct ISMAP Approach.</p>	<p>Monitoring was carried out at the seminar 1.4, above.</p>	<p>It was done at the seminar above, in Minia on 4<sup>th</sup> February 2019 and in Assiut on 5<sup>th</sup> February 2019.</p>
<p>1.6 Follow up actions for women target activities</p> <p>1) Finalization of the manuals, 2) Implementation of TOTs, 3) Conduct knowledge sharing workshop.</p>	<p>The manual was finalized and printed user-friendly way.</p> <p>The Team conducted TOT with the women extension officers and women pioneers in Minia and Assiut.</p> <p>A seminar to disseminate ISMAP approach to various stakeholders was held.</p>	<p>It was done on March 2019.</p> <p>The WS was held 10<sup>th</sup> Dec. and 11<sup>th</sup> Dec. 2018, in Assiut and Minia, respectively.</p> <p>The seminar was held 27<sup>th</sup> Feb. 2019</p>
<b>2. To the Egyptian Side</b>		
<p>2.1 Securement of budget allocation from central level</p> <p>The budget for conducting ISMAP activities should be secured at the central level to sustain the Project activities. It is recommended to negotiate with the Financial sector of the MALE HQs, as well as Ministry of</p>	<p>CP officers in Cairo prepare and submit annual budgeting plan and any other required procedures, continually.</p>	<p>Continue after the project.</p>



Recommendations	Measures	Period
Planning and Ministry of Finance.		
2.2 Budget allocation from the cooperative MALR and governorate officers should instruct all agriculture cooperatives to make use of the budget for ISMAP activities, continually.	CP members of central and governorate level instruct the agriculture cooperatives to make use for the ISMAP activities, continually.	Continue after the project.
2.3 Establishment of ISMAP unit MALE HQs should approve the proposal on Establishment of ISMAP unit.	The proposal on Establishment of ISMAP Implementation Unit was approved by the Minister of MALR on 25 <sup>th</sup> November 2018. The Unit was formed in Cairo, Minia and Assiut, officially.	It was approved by MARL Minister on 25 <sup>th</sup> November 2018.
2.4 Assignment of extension officers to the target villages The recruitment of new officers or assignment of concurrently officers are required especially the village where there is no extension officer due to retirement of former one.	Project Director will discuss with Minister of MALR to solve the issue.	Continue after the project.
2.5 Utilization of IT devices In order to accelerate the disseminate the ISMAP approach, IT devices should be taken in to account.	ARC has an experience to send the technical information through SMS via Vodafone. MALE has own Web site. C/P members collect IT information and consider how to utilize it.	Continue after the project.
2.6 Collection of baseline date of surrounding village Post-Evaluation will be implemented three to five years after the termination on the Project. Date to verify the indicator of Overall Goal should be collected.	ISMAP Implementation Unit will collect the baseline data. As the baseline survey is included in the extension flow, the data will be collected through implementing it.	It will be carried out after the ending of the project.
2.7 Enhance efforts to promote gender mainstreaming Women in Upper Egypt have a great potential to contribute to the household economy as well as the livelihood improvement. MALR should create the extension mechanisms from the central level for further promoting gender mainstreaming.	The Project Team carried out the gender workshop for central level officers.	It was carried out on 27 <sup>th</sup> January 2019.
<b>3. to the Japanese Side</b>		
3.1 SHEP training program for the Middle East To share the experience and success stories of ISMAP to Middle East countries, it is recommended to launch the SHEP training program.	At the JSC on 5 <sup>th</sup> March 2019, the officer from JICA Egypt office explained that they will decide having an international SHEP workshop depending on the progress of ISMAP Implementation Unit.	
<b>4. Comment from Egyptian Evaluators</b>		
4.1 Record of success stories The success stories of the Project including the income analysis of demo-farm should be recorded as many as possible.	The success stories of the ISMAP were collected and summarized as two Booklets.	The two booklets of the success stories were made in February 2019.
4.2 Registration of Marketing Committee Marketing Committee should be registered under the cooperative laws.	In the WS for Marketing Committee mentioned on 1.1, the procedure of registration of Marketing Committee was explained to the Agriculture Cooperatives, and the Marketing Committee was registered under village agriculture cooperatives.	The WS was held on 17 <sup>th</sup> Dec. in Minia and 24 <sup>th</sup> Dec. in Assiut.
4.3 Post-harvesting training Post-harvesting technics should be included in the training.	The topic of post-harvesting was included in the practical training for winter crop at demo-farm.	The training was done in Minia on 13 <sup>th</sup> January 2019

### 4.3.2 The Seminar on Women's Economic Empowerment

A joint seminar with UN Women named "Seminar on Approaches of Women's Economic Empowerment in Rural Upper Egypt – Field Experiences of ISMAP (MALR-JICA) and WEPP (UN Women)" was carried out in Minia city of 27<sup>th</sup> February 2019. The purpose of the seminar was to widely share the experience of ISMAP with other organizations and make a network among stakeholders. This seminar was also to reflect the recommendation by the terminal evaluation (mentioned in the above table 4.3.1).

The seminar was carried out with UN Women which is a leading organization on gender mainstreaming activities among the donors in Egypt. The chief adviser of ISMAP met the country director of UN Women at JICA Egypt office and she agreed to hold the joint seminar with ISMAP. By sharing the experience from both organizations, the seminar became a fruitful time.

Because of the convenience of the women beneficiaries, the seminar was held in Minia. The local NGOs in Minia and Assiut were also encouraged to participate in the seminar by holding it in Minia. The representatives of the women beneficiaries explained their experience and success stories to the participants.

The invitation letter of the seminar was distributed not only to the organizations under MALR but also to other international and/or domestic organizations which are working on gender issues through the network of the local gender expert of ISMAP. The invitation letter was delivered to about 30 international and governmental organizations, NGOs and ten (10) private companies.

More than 100 people attended the seminar. More than ten (10) people came from Cairo or other governorates, e.g. Fayoum. The officers and/or consultants from many organizations such as IFAD, FAO, WFP, Italian Cooperation Fund, Climate Change Project, CARE International, Assiut Business Women Association attended the seminar. The two officers from the National Council of Women (NCW), the national machinery of gender issues in Egypt, also participated in the seminar.

The project of UN Women, called WEPP (Women's Employment Promotion Program), aims to improve the work environment of women for the factories such as food processing, and encourage them to go to work. Therefore, the project invited several local companies which participated in the business dialogue to the seminar and the food company in Minia attended.

The interest of the participants for the presentation was very high, thus many questions were raised during the panel discussion. At the beginning of the panel discussion, JICA senior adviser from HQs gave a feedback for two presentations, ISMAP and UN Women, to make the points of discussion clear with some examples of other countries.

Due to limited time, the discussion was mainly focused on two points: how to connect the gender stakeholders and how to continue the ISMAP gender activities after the termination of the ISMAP. Along these points, the leading organization in Egypt, NCW was requested the comment and the representative of NCW insisted on the role of the governmental organization and the commitment of them. The officers from MALR also commented on the collaboration of other organizations. Moreover, the Head of CAAC stressed the ISMAP Implementation Unit will continue the activities after the project's completion.

There was one comment from the participant, who said that we were discussing how to empower the women but women in the rural area already have enough power, and the participants have agreed that comment. Because the participants gave comments from many points of view, the discussion was quite

useful.

At the end of the seminar, the chief adviser of ISMAP made a conclusion that the women in the rural area have enough power and what the outsiders such as projects or donors can do is to facilitate the environment for the women to utilize their power. The result of the seminar was summarized as proceedings (see Annex 8-2).

### 4.3.3 The Project Completion Seminar

The Project Completion Seminar was carried out in Cairo on 16<sup>th</sup> April 2019. The objectives of this seminar were to disseminate the experiences and achievements of the project to the stakeholders upon the completion of the project and to hold a ceremony to hand over the tasks for the post-project period from the Project Team to the established ISMAP Implementation Unit.

The number of attendants on this seminar was 106 including the Project Team. The officers from the MALR in Cairo, Minia and Assut including the non-project team members and the representatives of farmer and women beneficiaries counted around 80 and the personnel from the foreign aid agencies such as AFD, USAID, Italian Cooperation Fund and NGO such as Knowledge Economy Foundation (KEF), CARE, FAODA, etc. counted around 20. Furthermore, two (2) Japanese trading companies attended the seminar.

It has been scheduled to have the presence of the Minister of MALR at the seminar. However, due to the sudden travel of his excellency, the head of ARC was delegated to speak on behalf of the Minister. At the beginning of the seminar, the following executives made opening speeches, i.e. the head of ARC, the head of ASFUS (Project Director), the head of Agricultural Extension Sector and the Chief Representative of JICA Egypt Office. After the speeches, a ceremony to give the certificate to the C/P and a memorial photo session took place.

After the tea break, the Project Team members presented the outline of the project, experiences and achievements of the project and the establishment of the Implementation Unit. Firstly, the Chief Advisor presented the background, objective, SHEP approach, etc. Then the C/P members presented the horticulture promotion and gender mainstreaming activities respectively. At last the C/P in Cairo explained about the ISMAP Implementation Unit, which takes over the activities after the project ends. The C/P explained that the establishment of the Implementation Unit has been approved by the Minister and the head of ASFUS will be the chairman of the Coordination Committee in Cairo, and then the Project Management Units will be posted in Cairo, Minia and Assiut. In addition, the C/P reported that the activities will be extended to Sohag governorate, as well. The governorate extension plan was also presented stating that the plan targets to reach around 20% of all the villages in the target governorates by 2030, which is the target year of the Sustainable Agricultural Development Strategy in MALR.

Then the open discussion took place and there were many valuable comments made from the officers of MALR, NGO, farmer representatives, etc. in the floor. The discussion turned out to be an active one, e.g. when the head of ASFUS enlightened the necessity of activating the specialized cooperatives in the governorates to take a role for improving the marketing of agricultural produce, a farmer responded based on the situation on the ground that the specialized cooperatives have been inactive for long time. The Project Team assured that all the comments will be reflected into the activities of the Implementation Unit, as well. The following are the major comments from the floor:

- It needs to strengthen agricultural cooperatives to organize farmers to expand the market channel

such as promoting contract farming.

- To secure the budget of the activities, it is an idea that the Implementation Unit would collect a fee for the technical services from the farmer beneficiaries even small amount per farmer.
- The training centers of the Agricultural Extension Sector should be utilized for the activities.
- Farmers explained that the traders for contract farming always changed the conditions to their favor. For this issue, the officer responsible for the Contract Farming Center in Cairo under MALR explained that the farmers will be protected by law and the established Contract Farming Center.
- The Marketing Committee created by ISMAP should be utilized to organize farmers.
- Trainings for engineers prior to the activities are required.
- It needs to activate the specialized cooperatives, which deal with particular crops, and take them a role to improve the marketing of agricultural produce (as mentioned above, farmers reported that they have been inactive).

After the open discussion, the heads of the Central Administrations for Agricultural Extension and Agricultural Cooperation and the Senior Representative of JICA Egypt Office made concluding remarks. On this occasion, the head of the Central Administration for Agricultural Cooperation also emphasized the continuation of the activities by the ISMAP Implementation Unit and declared that this seminar is the completion seminar of the project but at the same time of the commencement ceremony of the Implementation Unit.

At the end, as a token of the handing over the tasks from the Project Team to the ISMAP Implementation Unit, a ceremony to give the name plate of the ISMAP Implementation Unit to be attached on the door of the Unit Offices (they will take over the Project Offices) took place. By this ceremony the seminar was concluded.

---

## **CHAPTER 5 RECOMMENDATIONS TOWARDS ACHIEVING THE OVERALL GOAL**

The following are the recommendations to the MALR officers, who are the main actor of the post-project activities, towards achieving the overall goal of the project.

### **5.1 Securing the Budget of the ISMAP Implementation Unit to Ensure its Activities**

As the implementation system after the project ends, a proposal for establishing the ISMAP Implementation Unit was made by the C/P and the Minister approved the proposal on 25<sup>th</sup> November 2018. The offices at the CAAC in Cairo, Minia and Assiut Agricultural Directorates have been set up and the coordinator of the Project Team has been assigned as the leader of the Implementation Unit. A ceremony to transfer the implementation body of the ISMAP approach from the Project Team to the Implementation Unit was held at the Project Completion Seminar on 16<sup>th</sup> April 2019 and a name plate of the offices of the Implementation Unit was presented as a token from the Project Team to the Unit to start the actual work.

In order to achieve the overall goal, the Implementation Unit must be functioned as intended to implement the governorate extension plans formulated during the project period. To ensure the continuous activities, the budget for the Implementation Unit has to be secured. The efforts to get the budget has been made even during the project period with assistance from the JICA experts and therefore the C/P should be familiar with the procedure to apply the budget. Also, according to the head of the Agricultural Services and Follow-up Sector, the budget for the Implementation Unit has been approved.

However, there was a case that the execution of the budget for the project activities never took place although the budget had been approved. It is, therefore, necessary for the Implementation Unit to go through all the procedures up to actual execution of the budget for the smooth implementation of the activities. In addition, the equipment handed over from the project to the Ministry should be well used to support the implementation.

### **5.2 Manpower Trainings within MALR**

The Implementation Unit is initially consisted of the members of the Project Team. Therefore, it is sure that the continuation of the activities should be smoothly executed as the members are well skilled and knowledgeable with the ISMAP Approach. However, it will need to train more officers, who will get familiar with the approach, in order to widely extend the approach. MALR should secure human resources to participate in extending the approach and the Implementation Unit can contribute to manpower trainings to develop the officers to get to familiar with the approach by utilizing the manuals prepared by the project.

### **5.3 Continuous Improvement of the Extension Flow**

The ISMAP extension flow has been built through the trial and error process during the project period based on the SHEP approach and the Project Team developed the flow with introduction of the marketing committee, as well as categorizing the flow into three: the flow to target local markets, the flow to target export markets and the flow for women's empowerment. However, it is anticipated that the situations and environments of agriculture sector and rural areas will change in the future and the approach should also be improved to maintain the effectiveness according to the change. It is necessary for the Implementation Unit to always monitor the situations and keep improving the approach while applying the established extension flow on the ground.

#### **5.4 Cooperation with Other Stakeholders**

The Project Team has made efforts to disseminate the ISMAP approach to other stakeholders through issuing newsletters, holding seminars to present the outputs of the project to the stakeholders such as international development partners, NGOs, other government organizations such as the National Council of Women. It is recommended to seek for the cooperation with these stakeholders to widely extend the ISMAP approach. For this purpose, it is required to diligently advertise the success story of the project as well as the approach itself.

# **Improving Small-Scale Farmers' Market-Oriented Agriculture Project (ISMAP)**

**Arab Republic of Egypt**

## **PROJECT COMPLETION REPORT ANNEXES**

- ANNEX 1 PDM (Latest Version and Process of Updates)
- ANNEX 2 Flow Chart
- ANNEX 3 Detailed Plan of Operation
- ANNEX 4 Assignment of JICA Experts
- ANNEX 5 Trainings in Japan
- ANNEX 6 Equipment
- ANNEX 7 Minutes of Meetings
- ANNEX 8 Other Documents

### <ANNEX 8 Other Documents>

1. End-line Survey Report
2. Proceedings of the Seminar on Approaches of Women's Economic Empowerment
3. Leaflets
4. Booklets
5. Extension Manuals





## ANNEX 1 PDM



**Annex 1 PDM (The Latest Version and The Process of Updates)**

The modification history and the latest version of PDM and PO are summarized in the table below.

**Process of PDM Updates**

PDM Version	1	2	3
Date	20 <sup>th</sup> June 2015	30 <sup>th</sup> May 2017	19 <sup>th</sup> July 2017
Modification	The percentage of agricultural income of overall goal and project purpose were added.	<ul style="list-style-type: none"> <li>• Adding the project indicator for women empowerment activities.</li> <li>• Adding the project indicator for surrounding farmers.</li> <li>• Adding the project indicator for farming style change.</li> <li>• Partial delete of the activities and indicators on Output 4</li> </ul>	Changes of percentage of agricultural income
Reason	In PDM version0, the percentage of agricultural income of overall goal and project purpose were not mentioned. Based on the result of baseline survey, the percentages were decided.	Based on the recommendation of mid-term review, January 2017, the PDM was modified. The indicators also added to much the actual activities such as women empowerment activities, surrounding farmers and farming style. In addition, though the Output 4 was included the activities regarding extension activities for surrounding villages, the objective of the Output 4 was changed to make success stories, the indicator of it also changed.	The project purpose, the percentage of agricultural income, was set up for each target village. The target village has been changed every year. The percentage of the target increase of agriculture income of new target village was added and finalized PDM.

**Modification history of PO**

PO Version	1
Date	19 July 2017
Modification	Adding of the activities of 4 <sup>th</sup> project cycle and the partial delete of Output 4
Reason	Based on the modification of PDM by the mid-term review, the PO also modified to fit the modified PDM.

## Project Design Matrix (PDM3)

Project Title: Improving Small-Scale Farmers' Market-Oriented Agriculture Project

Project Duration: 2014-2019 (5 years)

Project Sites: Minia, Assuit Governorate

Target Group: Small-scale farmers in the agricultural cooperatives and surrounding small-scale farmers

as of July 19, 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
[Overall Goal] Agricultural incomes of the small-scale farmers in the target villages and surrounding villages* <sup>1</sup> in Minia and Assiut Governorates are increased.	a. Average agricultural income of the small-scale farmers in the target villages and surrounding villages in Minia and Assiut Governorates are increased by 19% .	a. Sample survey (included by the baseline surveys)	
[Project Purpose] Agricultural incomes of the small-scale farmers and surrounding small-scale farmers* <sup>2</sup> who practice the ISMAP Approach are increased.	a. The agricultural incomes of the small-scale farmers who practice the ISMAP Approach are increased by 6% - 37% by household and village. b. At least 30% of the women who practice the ISMAP Approach have made a business plan and practiced the market-oriented activity based on the plan. c. The agricultural incomes of surrounding small-scale farmers who practice the ISMAP Approach are increased. d. More than a half of the small-scale farmers who practice the ISMAP Approach changed their farming style toward market based. <sup>3</sup>	a. Baseline surveys* <sup>4</sup> b. End-line survey c. Sample survey	- Necessary budget of MALR for implementing extension activities based on the market-oriented approach is secured.
[Outputs] 1. Market-oriented extension approach is established.	a. The draft plan of extension flow based on the market-oriented approach is formulated. b. The average score of evaluation on formulation and revision process of the plan of extension flow is higher than 4 in the five-grade evaluation by the relevant stakeholders. c. The extension flow based on the market-oriented approach, which is revised through implementing project activities, is approved by the Joint Steering Committee (JSC).	a. Draft of extension flow based on the market-oriented approach b. Interview with the relevant stakeholders c. Approved extension flow based on the market-oriented approach	- Counterpart personnel (C/P) who received trainings by the Project will continuously work.
2. Agricultural techniques for value-added products are examined and developed.	a. Guidelines and manuals on the examined and developed agricultural techniques are made. b. More than 70% of the examined and developed agricultural techniques are included to the Training of Trainers for extension staff.	a. Guidelines and manuals of agricultural techniques b. Training materials of ToT	
3. Capacities for making and implementing action plans of the agricultural cooperatives are strengthened.	a. Action plans for improving agricultural incomes of small-scale farmers are made by the target agricultural cooperatives. b. More than 70% of activities based on the action plans are implemented.	a. Action plans of the target agricultural cooperatives b. Project progress report	
4. Farming methods based on the market-oriented approach are deployed within the target agriculture cooperatives.	a. Extension plans for deploying farming methods by the target agricultural cooperatives b. Existence of new farming activities based on the market-oriented approach within the target agricultural cooperatives.	a. Project progress report b. End-line survey	

Activities	Input		
<p>&lt;Output 1&gt;</p> <p>1-1 Build the consensus of the draft plan of extension flow*<sup>5</sup> based on the market-oriented approach between stakeholders</p> <p>1-2 Select target agricultural cooperatives and small-scale farmers based on the consensus of selection method</p> <p>1-3 Conduct baseline survey of the target agriculture cooperatives and small-scale farmers</p> <p>1-4 Provide the opportunities for dialogue between the target small-scale farmers and agricultural business stakeholders</p> <p>1-5 Conduct trainings for the target small-scale farmers on market survey and farming action planning</p> <p>1-6 Facilitate the target small-scale farmers to make farming action plans</p> <p>1-7 Conduct trainings of trainers (ToT) for extension staff*<sup>6</sup> regarding the necessary agricultural techniques for implementing the action plans in 1-6</p> <p>1-8 Facilitate the trained extension staff to implement technical trainings for the target small-scale farmers</p> <p>1-9 Monitor activities based on the action plans by the trained target small-scale farmers</p> <p>1-10 Improve the extension flow based on the market-oriented approach by examining the each activity</p> <p>&lt;Output 2&gt;</p> <p>2-1 Identify agricultural techniques*<sup>7</sup> need to be examined and developed based on the study of IMAP*<sup>8</sup> and the action plans made by the target small-scale farmers</p> <p>2-2 Examine and develop the techniques identified in 2-1</p> <p>2-3 Feed examined and developed techniques back to the ToT in 1-7</p> <p>2-4 Improve existing agricultural techniques, which are confirmed necessary through implementing the extension flow</p> <p>&lt;Output 3&gt;</p> <p>3-1 Identify problems/opportunities of the target agricultural cooperatives for making and implementing action plans</p> <p>3-2 Conduct trainings for the target agricultural cooperatives members on making and implementing action plans for improving small-scale farmers' incomes</p> <p>3-3 Facilitate village extension staff to support the target agriculture cooperatives for implementing the action plans made in 3-2.</p> <p>&lt;Output 4&gt;</p> <p>4-1 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach to other farmers within the agriculture cooperatives.</p> <p>4-2 Monitor the target agricultural cooperatives to implement the above plans.</p> <p>4-5 Facilitate the target agricultural governorate to make extension plans for deploy farming methods based on the market-oriented approach.</p>	<p style="text-align: center;"><b>[Japanese side]</b></p> <p>(1) Dispatch of Experts - Leader/Market-oriented agriculture - Appropriate agriculture techniques and extension - Agricultural cooperative - Project coordinator/Training management - Other short-term experts as per necessity</p> <p>(2) Provision of equipment (Ex. Equipment and materials necessary for Output 2 and 3)</p> <p>(3) C/P Training in Japan and/or third country</p> <p>(4) Local cost shared by Japanese side - A part of operational costs for implementing the activities (Ex. Costs for experts' activities)</p>	<p style="text-align: center;"><b>[Egyptian side]</b></p> <p>(1) C/P Project Director Project Manager Other counterparts</p> <p>(2) Office space and facilities for the Project - Necessary working space and facilities for JICA experts</p> <p>(3) Necessary Arrangement - Acquisition of the permission for the work in the field</p> <p>(4) Local cost shared by Egyptian side - Operational cost for the Project implementation (Ex. Training cost, personnel expenses and traveling cost for C/Ps)</p>	<p>- Personnel transfer of executive management will not affect the implementation of the Project.</p> <p>[Pre-condition] The Egyptian political situation is stable.</p>

(Notes: PDM including the indicators and PO are reviewed and revised in the JSC, if necessary.)

\*1) Definition of the "surrounding villages" is two surrounding villages per one target village in the Project. The Overall Goal aims at disseminating the ISMAP Approach to increase the farmers' incomes at the village level.

\*2) Definition of the "surrounding small-scale farmers" is two surrounding farmers per one targeted farmer. The Project Purpose aims for the ISMAP Approach to be effectively applied to the targeted farmers and also aims for the surrounding small-scale farmers to understand its effectiveness and apply this approach.

\*3) Changes in farmers' farming style is monitored using monitoring sheet.

\*4) Scope of the baseline survey is focused on the target agricultural cooperatives and small-scale farmers selected by the Project. Farmer's survey of the baseline survey is recommended to refer to a sample of the crop production and income analysis data sheet used in other JICA projects.

\*5) The draft plan of extension flow includes process of extension, roles and responsibilities of relevant organizations, and so on.

\*6) In principal, target extension staffs for the ToT are extension staffs at village and district levels, and other target participants will be selected in the Project, according to the situation of each governorate.

\*7) The techniques tentatively include improving cultivation techniques, for example, adjusting cropping season, improving pattern, new varieties, intercropping and using organic fertilizer, improving postharvest.

\*8) The Project for the Master Plan Study for Rural Development Through Improving Marketing Agricultural Produce for Small Scale Farmers in Upper Egypt (IMAP)

### Target Income Increase of the Household Farm Income by Village

Target income: 6% - 37% (PDM1 was 6% - 22%)

Overall goal target income: 19% (PDM1 was 13%)

Governorate	Cycle	District	Village	Target Increase (%)
Minia	1	Abo Korkus	El Balad	22
	1	Mallawe	Manshet El Maghalka	12
	1	Dyre Muas	Manshet Semhan	12
	2	Matai	Kom Matai	9
	2	Maghagha	Aba El Balad	26
	2	El Edwa	Barmasha	33
	3	Minia	Tala	37
	3	Samallout	Hataha	24
	3	Beni Mazar	Gendaya	15
	1	Assiut	Mosha	6
	1	Abnoub	Abnoub	9
	1	Dyrout	Sanabo	18
Assiut	2	El Kosya	Tetalia	14
	2	El Fath	Bany Mor	28
	2	Abo Teag	Nekhelia	24
	2	El Badary	Nawawra	8
	3	Man Floot	Man Floot	21
	3	Sedfa	Awlad Elias	22
	3	El Ghanayem	Mashaya	11
	3	Sahel Selem	Sahel Selem	25
			Average	19

### Indicator Setting: Income increase by Crop (Updated 20th June 2015)

Abnoub Village, Abnoub District, Assiut Governorate

Crop	Baseline Survey						Target							
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)		Potential	Yield (t/fed)	Potential	Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)	% increase
								Target		Target				
Soybean	1,438	3.1	4,458	1,921	2,537		2.5	1.8	3.6	3.6	6,480	1,921	4,559	80%
Cucumber	4.0	1.5	6,000	2,800	3,200		6.0	5.0	2.0	1.5	7,500	2,800	4,700	47%
Basil	5.0	2.0	10,000	5,000	5,000		6.0	5.5	3.0	2.5	13,750	5,000	8,750	75%
Average												6,003		

Mosha Village, Assiut District, Assiut Governorate

Crop	Baseline Survey						Target							
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)		Potential	Yield (t/fed)	Potential	Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)	% increase
								Target		Target				
Soybean	1,438	3.1	4,458	1,921	2,537		2.5	1.8	3.6	3.2	5,760	1,921	3,839	51%
Tomato	12,286	0.8	9,829	4,167	5,662		25.0	12.5	1.5	1.0	12,500	4,167	8,333	47%
Cucumber	4.0	1.5	6,000	2,800	3,200		6.0	5.0	2.0	1.55	7,750	2,800	4,950	55%
Average												5,707		

Sanabo Village, Dyrout District, Assiut Governorate

Crop	Baseline Survey						Target							
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)		Potential	Yield (t/fed)	Potential	Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)	% increase
								Target		Target				
Soybean	1,438	3.1	4,458	1,921	2,537		2.5	2.0	3.6	3.5	7,000	1,921	5,079	100%
Cucumber	4.0	1.5	6,000	2,800	3,200		6.0	5.0	2.0	1.7	8,500	2,800	5,700	78%
Cabbage (Unit/fed)	3,535	3.2	11,312	5,493	5,819		5,000	4,200	4.0	3.25	13,650	5,493	8,157	40%
Average												6,312		

Manshut Semhan Village, Dayr Mawas District, Minya Governorate

Crop	Baseline Survey						Target							
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)		Potential	Yield (t/fed)	Potential	Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)	% increase
								Target		Target				
Soybean	1,438	3.1	4,458	1,921	2,537		2.0	1.8	4.0	3.5	6,125	1,921	4,204	66%
Tomato	12,286	0.8	9,829	4,167	5,662		25.0	14.0	2.0	1.1	14,700	4,167	10,533	86%
Cabbage (Unit/fed)	3,535	3.2	11,312	5,493	5,819		6,000	4,100	5.0	3.8	15,580	5,114	10,466	80%
Cantalope	9,091	0.8	7,273	3,000	4,273		15.0	11.0	1.3	1.0	11,000	3,000	8,000	87%
Average												8,301		

Manshat el-Maghalka village, Malawi District, Minya Governorate

Crop	Baseline Survey						Target							
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)		Potential	Yield (t/fed)	Potential	Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)	% increase
								Target		Target				
Soybean	1.4	3.1	4,458	1,921	2,537		2.0	2.0	4.2	3.3	6,667	1,921	4,746	87%
Tomato	12,286	0.8	9,829	4,167	5,662		30.0	14.0	3.0	1.1	14,700	4,167	10,533	86%
Eggplant	8.3	0.6	5,000	2,000	3,000		10.0	9.0	0.8	0.8	7,200	2,000	5,200	73%
Cabbage (Unit/fed)	3,535	3.2	11,312	5,493	5,819		5,000	4,100	5.0	3.8	15,580	5,114	10,466	80%
Sesame	0.57	12.3	7,011	1,300	5,711		0.8	0.8	12.0	12.0	10,080	1,300	8,780	54%
Cantalope	9	0.8	7,273	3,000	4,273		13.0	10.0	1.5	1.0	10,000	3,000	7,000	64%
Average												7,787		

Abo Korkas el-Balud Village, Abo Korkas District, Minya Governorate

Crop	Baseline Survey						Target							
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)		Potential	Yield (t/fed)	Potential	Price (LE/kg)	Gross Income	Cost (LE/fed)	Net Income (LE/fed)	% increase
								Target		Target				
Soybean	1,438	3.1	4,458	1,921	2,537		2.0	2.0	3.6	3.4	6,800	1,921	4,879	92%
Tomato	12,286	0.8	9,829	4,167	5,662		25.0	14.0	3.0	1.05	14,700	4,167	10,533	86%
Sesame	0.57	12.3	7,011	1,300	5,711		0.60	0.60	20.0	15.0	9,000	1,300	7,700	35%
Cantalope	9,091	0.8	7,273	3,000	4,273		10.0	9.1	1.5	1.0	9,091	3,000	6,091	43%
Average												7,301		

Indicator setting: Farm Income (Minia) (Updated 20th June 2015)

Manshet Semhan Village, Dyre Muas District, Minia Governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	0.55	2,452	2.7	3,641	2,746	1,510	2,131
sugar cane	0.76	29,583	0.5	11,242	7,311	5,566	5,685
soybean	0.15	1,500	3.0	675	942	141	534
sesame	0.03	0.48	11.67	168	2,700	81	87
potato	0.05	10,000	1.5	750	4,500	225	525
maize	0.16	2,271	2.1	763	2,705	433	330
cabbage (unit)	0.05	2,169	3.6	390	5,415	271	120
berseem	0.12	15,833	0.5	855	2,533	304	551
Total	1.87						9,963

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	0.55	2,452	2.7	3,641	2,746	1,510	2,131
sugar cane	0.76	29,583	0.5	11,242	7,311	5,566	5,685
potato	0.05	10,000	1.5	750	4,500	225	525
maize	0.16	2,271	2.1	763	2,705	433	330
berseem	0.12	15,833	0.5	855	2,533	304	551
target Crops	0.23						1,909
Total	1.87						11,131

(Average income of the target crops: 8,301 LE/fed: 8,301 LE x 0.23 feddan = 1,909 LE)

Assumption: Less profitable summer crops are converted to selected crops

$$(11,131 - 9,963) / 9,963 = \boxed{12\%}$$

Manshet El Maghalka Village, Mallawe District, Minia Governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.14	2,485	2.8	7,932	2,088	2,380	5,552
tomato	0.11	10,75	0.8	946	3,800	418	528
Sugarcane	0.78	16,393	0.3	3,836	1,880	1,466	2,370
Sugarbeet	0.55	19,081	0.3	3,148	2,648	1,456	1,692
Sesame	0.08	0.600	12.5	600	833	67	533
Onion	0.08	11,692	1.5	1,403	14,737	1,179	224
melon	0.29	9,091	0.8	2,109	3,364	976	1,134
maize	0.6	1,908	1.8	2,061	1,492	895	1,165
garlic	0.01	6,000	3.0	180	13,400	134	46
eggplant	0.09	8,333	0.6	450	2,000	180	270
cabbage (unit)	0.01	3,448	1.0	34	2,207	22	12
berseem	0.36	43,333	0.1	1,560	1,018	366	1,194
Total	4.1						14,720

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.14	2,485	2.8	7,932	2,088	2,380	5,552
tomato	0.11	10,75	0.8	946	3,800	418	528
Sugarcane	0.78	16,393	0.3	3,836	1,880	1,466	2,370
Sugarbeet	0.55	19,081	0.3	3,148	2,648	1,456	1,692
Onion	0.08	11,692	1.5	1,403	14,737	1,179	224
maize	0.6	1,908	1.8	2,061	1,492	895	1,165
garlic	0.01	6,000	3.0	180	13,400	134	46
berseem	0.36	43,333	0.1	1,560	1,018	366	1,194
target Crops	0.47						3,660
Total	4.1						16,430

(Average income of the target crops: 7,787 LE/fed: 7,787 x 0.47 feddan = 3,660 LE)

Assumption: Less profitable summer crops are converted to selected crops

$$(16,430 - 14,720) / 14,720 = \boxed{12\%}$$

El Balad Village, Abo Korkus District, Minia Governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.24	2,321	2.7	7,771	3,710	4,600	3,170
sugar beet	0.18	54	0.3	2,916	6,000	1,080	1,836
soybean	0.44	1,347	3.5	2,074	2,900	1,276	798
sorghum	0.06	1,772	0.0	0	0	0	0
potato	0.39	5,818	1.4	3,177	6,545	2,553	624
maize	0.5	1,785	1.4	1,250	3,439	1,720	-470
carrot	0.19	18,889	0.6	2,153	3,398	646	1,508
berseem	0.02		0.0	0	0	0	0
Total	3.02						7,466

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.24	2,321	2.7	7,771	3,710	4,600	3,170
sugar beet	0.18	54	0.3	2,916	6,000	1,080	1,836
potato	0.39	5,818	1.4	3,177	6,545	2,553	624
maize	0.5	1,785	1.4	1,250	3,439	1,720	-470
carrot	0.19	18,889	0.6	2,153	3,398	646	1,508
berseem	0.02		0.0	0	0	0	0
Selected Crops	0.5						2,440
Total	3.02						9,108

(Average income of the target crop (soybean): 4,879 LE/fed: 4,879 x 0.5 = 2,440 LE)

Assumption: Less profitable summer crops are converted to selected crop (soybean)

$$(9,108 - 7,466) / 7,466 = \boxed{22\%}$$

Indicator setting : Farm Income (Assiut) Updated 20th June 2015)

Abnoub Village, Abnoub District, Assiut Governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.26	2.445	2.8	8,626	2,972	3,745	4,881
sorghum	0.86	1.632	2.2	3,088	2,096	1,803	1,285
onion	0.04	10,667	0.9	384	5,513	221	163
maize	0.33	1,534	2.0	1,012	2,955	975	37
cotton	0.11	1,580	5.4	939	7,034	774	165
berseem	0.43			0	2,632	1,132	-1,132
Total	3.03						5,400

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.26	2.445	2.8	8,626	2,972	3,745	4,881
sorghum	0.86	1.632	2.2	3,088	2,096	1,803	1,285
onion	0.04	10,667	0.9	384	5,513	221	163
maize	0.33	1,534	2.0	1,012	2,955	975	37
berseem	0.43			0	2,632	1,132	-1,132
target crops	0.11						660
Total	3.03						5,895

(Average income of the target crops: 6,003 LE/fed: 6,003 x 0.11 feddan =660LE)

Assumption: Less profitable summer crops are converted to target crops (5,895-5,400)/5,400 = **9%**

Mosha Village, Assiut District, Assiut Governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.27	2,460	2.8	8,748	3,116	3,957	4,790
sorghum	0.81	1,998	2.0	3,237	2,569	2,081	1,156
onion	0.04	16,000	1.0	640	8,200	328	312
maize	0.46	2,289	2.1	2,211	3,865	1,778	433
green fodder	0.03	0,000		0	0	0	0
cumin	0.06	0,400	27.5	660	4,000	240	420
cotton	0.04	1,263	5.7	288	3,567	143	145
chick peas	0.05	0,750	6.7	251	2,260	113	138
cauliflower (unit)	0.01	4,800	1.5	72	3,300	33	39
cabbage (unit)	0.01	6,000	3.0	180	7,400	74	106
berseem (kirat)	0.46	24	80.0	883	2,722	1,252	-369
Total	3.24						7,171

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.27	2,460	2.8	8,748	3,116	3,957	4,790
sorghum	0.81	1,998	2.0	3,237	2,569	2,081	1,156
onion	0.04	16,000	1.0	640	8,200	328	312
maize	0.46	2,289	2.1	2,211	3,865	1,778	433
cumin	0.06	0,400	27.5	660	4,000	240	420
cabbage (unit)	0.01	6,000	3.0	180	7,400	74	106
berseem (kirat)	0.46	24	80.0	883	2,722	1,252	-369
target crop	0.13						742
Total	3.24						7,591

(Average income of the target crops: 5,707 LE/fed: 5,707LE x 0.13 feddan = 742LE)

Assumption: Less profitable summer crops are converted to target crops (7,591-7,171)/7,171 = **6%**

Sanabo Village, Dyrout District, Assiut Governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.2	2,245	2.8	7,543	2,259	2,711	4,832
sugar beet	0.3	32,486	0.3	2,924	5,370	1,611	1,313
sorghum	0.06	2,067	1.9	236	3,370	202	33
maize	1.18	1,849	1.8	3,927	2,332	2,752	1,176
berseem	0.27			0	1,634	441	-441
Total	3.01						6,913

Target

Target							
Crop	Cultivated Area	Present Yield (t/fed)	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income (LE)
wheat	1.2	2,245	2.8	7,543	2,259	2,711	4,832
sugar beet	0.3	32,486	0.3	2,924	5,370	1,611	1,313
sorghum	0.06	2,067	1.9	236	3,370	202	33
maize	0.94	1,849	1.8	3,129	2,332	2,192	936
berseem	0.27			0	1,634	441	-441
selected crops	0.24						1,515
Total	3.01						8,189

(Average income of the target crops: 6,312 LE/fed: 6,312 x 0.24 feddan = 1,515LE)

Assumption: 20% of maize is converted to selected crops (8,189-6,913)/6,913 = **18%**





**Indicator setting: Farm Income (Minia) (Updated November 2016)**

Barmasha village, El Edwa district, Minia governorate

Crop	Baseline Survey							Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)				
Wheat	1.43	2.57	2.7	9,923	3845	5,498	4,425	4,425	
Maize	0.36	2.60	1.8	1,685	4098	1,475	210	210	
Sorghum	0.17	1.40	2.4	571	1000	170	401	401	
Berseem	0.07	0.19	10.0	133	3000	210	-77	-77	
Garlic	0.49	10.21	1.9	9,506	10360	5,076	4,430	4,430	
Tomato	0.19	5.42	2.0	2,060	10000	1,900	160	160	
Onion	0.06	12.00	0.6	432	7750	465	-33	-33	
Sesame	0.40	0.49	7.0	1,372	4267	1,707	-335	-335	
Marjoram	0.10	0.02	400.0	800	4667	467	333	333	
Cucumber	0.02	15.00	1.5	450	6000	120	330	330	
Swallow /bitr	0.44	0.35	3.2	493	1000	440	53	53	
Total	3.73						9,897	9,897	

Target income increase per household

Crop	Target Income Increase per Household							Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)				
Wheat	1.43	2.57	2.7	9,923	3,845	5,498	4,425	4,425	
Maize	0.36	2.6	1.8	1,685	4,098	1,475	210	210	
Sorghum	0.17	1.4	2.4	571	1,000	170	401	401	
Berseem	0.07	0.19	10	133	3,000	210	-77	-77	
Garlic	0.49	10.21	1.9	9,506	10,360	5,076	4,430	4,430	
Target crops	1.21						3,760	3,760	
	3.73						13,148	13,148	

33%

Aba El Balad village, Maghagha district, Minia governorate

Crop	Baseline Survey							Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)				
Wheat	1.01	2.38	2.7	6,490	3,513	3,548	2,942	2,942	
Maize	0.79	2.10	1.7	2,820	2,256	1,782	1,038	1,038	
Potato	0.34	11.10	0.8	3,019	6,000	2,040	979	979	
Berseem	0.09	0.00	0.0	0	0	0	0	0	
Sugarbeet	0.22	18.40	0.4	1,619	5,500	1,210	409	409	
Onion	0.13	7.00	0.8	728	2,833	368	360	360	
Total	2.58						5,728	5,728	

Target income increase per household

Crop	Target Income Increase per Household							Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)				
Wheat	1.01	2.38	2.7	6,490	3,513	3,548	2,942	2,942	
Maize	0.40	2.10	1.7	1,410	2,256	891	519	519	
Berseem	0.09	0.00	0.0	0	0	0	0	0	
Sugarbeet	0.22	18.40	0.4	1,619	5,500	1,210	409	409	
Target crop	0.87						3,320	3,320	
	2.58						7,191	7,191	

26%

\* Half of maize is assumed to change to target crops

Kom Matai village Matai district, Minia governorate

Crop	Baseline Survey							Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)				
Wheat	0.23	2.69	2.7	1,670	4,423	1,017	653	653	
Maize	0.11	2.59	1.8	513	3,337	367	146	146	
Potato	0.23	12.05	0.4	1,109	5,135	1,181	-72	-72	
Berseem	0.05	0.00	0.0	0	0	0	0	0	
Sugarbeet	0.14	26.08	0.8	2,921	5,200	728	2,193	2,193	
Soybean	0.15	1.24	3.1	577	2,835	425	152	152	
Tomato	0.04	3.28	3.3	433	4,624	185	248	248	
Peanuts	0.01	17.14	0.4	69	5,143	51	18	18	
Total	0.96						3,338	3,338	

Target income increase per household

Crop	Target Income Increase per Household							Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)				
Wheat	0.23	2.69	2.7	1,670	4,423	1,017	653	653	
Maize	0.06	2.59	1.8	256	3,337	184	72	72	
Potato	0.23	12.05	0.4	1,109	5,135	1,181	-72	-72	
Berseem	0.05	0	0	0	0	0	0	0	
Sugarbeet	0.14	26.08	0.8	2,921	5,200	728	2,193	2,193	
Soybean	0.15	1.24	3.1	577	2,835	425	152	152	
Target crop	0.11						646	646	
	0.96						3,644	3,644	

9%

Target crops are all summer crop. Therefore, potato was maintained. Instead reduced maize area to 1/2.

**Indicator setting : Farm Income (Assiut) Updated November 2016)**

Bany Moor village, El Faith district, Assiut governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income
Wheat	1.09	2.32	2.6	6,575	2,641	2,879	3,696
Maize	0.35	1.36	2.0	952	1,552	543	409
Sorghum	0.50	1.59	2.2	1,749	1,229	615	1,135
Berseem	0.21	0.00	0.0	0	0	0	0
Bean	0.02	1.55	5.8	180	2,700	54	126
Turnip	0.02	8.00	0.7	112	1,000	20	92
Sesame	0.02	0.62	6.5	81	2,600	52	29
Cucumber	0.06	2.00	1.5	180	2,000	120	60
Cabbage (piece)	0.10	5.840	3.0	1,752	7,220	722	1,030
Sugarcane	0.13	10.00	0.3	390	5,000	650	-260
Total	2.50						6,316

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income
Wheat	1.09	2.32	2.60	6,575	2,641	2,879	3,696
Maize	0.35	1.36	2.00	952	1,552	543	409
Sorghum	0.50	1.59	2.20	1,749	1,229	615	1,135
Berseem	0.21	0.00	0.00	0	0	0	0
Target crops	0.35						2,853
	2.50						8,092

28%

El Tetalia village, El Kosya district, Assiut governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income
Wheat	0.83	2.43	2.5	5,042	4,052	3,363	1,679
Maize	0.16	2.40	1.9	730	3,950	632	98
Sorghum	0.82	2.39	1.9	3,724	3,652	2,995	729
Potato	0.02	10.67	0.4	85	5,333	107	-21
Berseem	0.01	0.12	30.0	36	2,563	26	10
Soybean	0.02	0.80	3.6	58	2,500	50	8
Bean	0.05	1.60	5.0	400	5,000	250	150
Alfalfa	0.01			0	0	0	0
Cheek pea	0.02	0.78	7.8	122	3,600	70	52
Eggplant	0.03	11.20	1.0	336	5,960	179	157
Total	1.97						2,861

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income
Wheat	0.83	2.43	2.5	5,042	4,052	3,363	1,679
Maize	0.08	2.4	1.9	365	3,950	316	49
Sorghum	0.82	2.39	1.9	3,724	3,652	2,995	729
Berseem	0.01	0.12	30	36	2,563	26	10
Alfalfa	0.01			0	0	0	0
Target crop	0.22						786
	1.97						3,253

14%

\* 1/4 of maize is assumed to change to target crops

El Nekheila village, Abo Teag district, Assiut governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income
Wheat	1.56	2.27	2.6	9,207	3,339	5,209	3,998
Maize	1.36	2.04	2.0	5,549	2,754	3,745	1,803
Sorghum	0.11	1.03	2.7	306	1,350	149	157
Berseem	0.04	0.00	0	0	0	0	0
Bean	0.04	2.33	5.2	485	1,500	60	425
Sugarcane	0.03	53.33	0.3	480	6,667	200	280
Total	3.14						6,664

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income
Wheat	1.56	2.27	2.6	9,207	3,339	5,209	3,998
Maize	1.02	2.04	2	4,162	2,754	2,809	1,353
Sorghum	0.11	1.03	2.7	306	1,350	149	157
Berseem	0.04	0	0	0	0	0	0
Target crop	0.41						2765
	3.14						8,273

24%

\* 1/4 of maize is assumed to change to target crops

El Nawawra village, El Badarey district, Assiut governorate

Baseline Survey							
Crop	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income
Wheat	1.45	1.63	2.5	5,909	2,861	4,148	1,760
Maize	0.43	1.80	2.0	1,548	3,113	1,339	209
Sorghum	0.58	1.30	2.5	1,885	1,993	1,156	729
Berseem	0.04	0	0	0	0	0	0
Bean	0.02	0.66	7.1	94	1,800	36	58
Peanuts	0.04	1.24	3.6	179	1,100	44	135
Total	2.56						2,891

Target income increase per household

Target Income Increase per Household							
Crop	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)	Total Cost (LE)	Net Income
Wheat	1.45	1.63	2.50	5,909	2,861	4,148	1,760
Maize	0.43	1.80	2.00	1,548	3,113	1,339	209
Sorghum	0.58	1.30	2.50	1,885	1,993	1,156	729
Berseem	0.04	0	0.00	0	0	0	0
Target crops	0.06						410
	2.56						3,109

8%

**Indicator Setting: Income increase by Crop (Updated July 2017)**

**Gendaya village, Beni Mazar district, Minia governorate**

Crop	Baseline Survey				Target				Net Income (LE/fed)	Cost (LE/fed)	Gross Income (LE/fed)	% Increase		
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income (LE/fed)	Net Income (LE/fed)	Potential	Target	Yield (t/fed)	Price (LE/kg)					Gross Income (LE/fed)	Net Income (LE/fed)
Cucumber	6.3	1.3	8,190	4,417	6.3	2.0	12,600	4,000	8,600	128%				
Irish Potato	8.6	2.2	18,920	10,311	10.0	2.5	25,000	11,500	13,500	31%				
Onion	2.4	4.0	9,600	7,440	15.0	2.0	30,000	14,500	15,500	108%				
Tomato*	5.4	2.0	10,800	5,397	6.0	3.0	18,000	7,500	10,500	94%				
Average											12,025			

**Hatnaha village, Samallout district, Minia governorate**

Crop	Baseline Survey				Target				Net Income (LE/fed)	Cost (LE/fed)	Gross Income (LE/fed)	% Increase		
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income (LE/fed)	Net Income (LE/fed)	Potential	Target	Yield (t/fed)	Price (LE/kg)					Gross Income (LE/fed)	Net Income (LE/fed)
Cucumber	6.3	1.3	8,190	4,417	6.3	2.0	12,600	4,000	8,600	128%				
Onion	2.4	4.0	9,600	7,440	15.0	2.0	30,000	14,500	15,500	108%				
Average											12,050			

**Tala village Minia district, Minia governorate**

Crop	Baseline Survey				Target				Net Income (LE/fed)	Cost (LE/fed)	Gross Income (LE/fed)	% Increase		
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income (LE/fed)	Net Income (LE/fed)	Potential	Target	Yield (t/fed)	Price (LE/kg)					Gross Income (LE/fed)	Net Income (LE/fed)
Carrot	25.0	0.5	12,500	6,000	25.0	0.7	17,500	5,500	12,000	85%				
Cucumber	6.3	1.3	8,190	4,417	4.0	2.0	8,000	4,000	4,000	6%				
Tomato*	5.4	2.0	10,800	5,397	7.0	2.5	17,500	6,800	10,700	98%				
Average											8,900			

**Man floot village, Man floot district, Assiut governorate**

Crop	Baseline Survey				Target				Net Income (LE/fed)	Cost (LE/fed)	Gross Income (LE/fed)	% Increase		
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income (LE/fed)	Net Income (LE/fed)	Potential	Target	Yield (t/fed)	Price (LE/kg)					Gross Income (LE/fed)	Net Income (LE/fed)
Cucumber	10.0	1.1	11,000	6,026	10.0	1.5*	15,000	6,026	8,974	80%				
Garlic	6.4	2.5	16,000	10,360	10.0	2.5	25,000	10,304	14,696	161%				
Irish Potato	11.7	2.3	26,910	13,914	15.0	2.0	30,000	13,354	16,646	28%				
Onion	16.6	1.1	18,260	9,333	20.0	1.0	20,000	7,154	12,846	44%				
Canaloupe**	10.0	0.5	5,000	3,000	11.0	0.55	6,050	3,000	3,050	63%				
Tomato	5.3	3.4	18,020	10,153	15.0	2.0	30,000	10,474	19,526	148%				
Average											12,623			

**Awlad Elias village, El Sadfia district, Assiut governorate**

Crop	Baseline Survey				Target				Net Income (LE/fed)	Cost (LE/fed)	Gross Income (LE/fed)	% Increase		
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income (LE/fed)	Net Income (LE/fed)	Potential	Target	Yield (t/fed)	Price (LE/kg)					Gross Income (LE/fed)	Net Income (LE/fed)
Garlic	6.4	2.5	16,000	10,360	10.0	2.5	25,000	10,604	14,396	155%				
Irish Potato	11.7	2.3	26,910	13,914	14.0	2.0	28,000	11,504	16,496	27%				
Onion	16.6	1.1	18,260	9,333	20.0	1.0	20,000	6,800	13,200	48%				
Sesame	0.3	10.0	3,000	2,050	0.50	10.0	5,000	3,723	1,277	34%				
Soybean	1.1	4.4	4,840	3,333	11.0	0.6	6,050	2,504	3,546	135%				
Tomato	5.3	3.4	18,020	10,153	10.0	3.0	30,000	12,254	17,746	126%				
Average											11,110			

**Sahel Selem village, Sahel Selem district, Assiut governorate**

Crop	Baseline Survey				Target				Net Income (LE/fed)	Cost (LE/fed)	Gross Income (LE/fed)	% Increase		
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income (LE/fed)	Net Income (LE/fed)	Potential	Target	Yield (t/fed)	Price (LE/kg)					Gross Income (LE/fed)	Net Income (LE/fed)
Garlic	6.4	2.5	16,000	10,360	6.0	2.5	20,000	11,904	8,096	44%				
Irish Potato	11.7	2.3	26,910	13,914	15.0	3.0	45,000	13,304	31,696	144%				
Sesame	0.3	10.0	3,000	2,050	0.5	10.0	5,000	2,793	2,207	132%				
Soybean	1.1	4.4	4,840	3,333	11.0	0.6	6,050	3,393	2,657	76%				
Tomato	5.3	3.4	18,020	10,153	10.0	3.0	30,000	11,024	18,976	141%				
Average											12,726			

**Mashaya village, El Ghanaem district, Assiut governorate**

Crop	Baseline Survey				Target				Net Income (LE/fed)	Cost (LE/fed)	Gross Income (LE/fed)	% Increase		
	Present Yield (t/fed)	Present Price (LE/kg)	Gross Income (LE/fed)	Net Income (LE/fed)	Potential	Target	Yield (t/fed)	Price (LE/kg)					Gross Income (LE/fed)	Net Income (LE/fed)
Onion	16.6	1.1	18,260	9,333	20.0	1.0	20,000	7,054	12,946	45%				
Peanuts	2.3	3.8	8,740	8,000	2.5	4.0	10,000	8,000	2,000	170%				
Sesame	0.3	10.0	3,000	2,050	0.5	10.0	5,000	2,793	2,207	132%				
Soybean	1.1	4.4	4,840	3,333	1.5	5.0	7,500	4,067	3,433	128%				
Average											5,147			

\* from 2nd Cycle



Indicator setting : Farm Income (Assiut) Updated July 2017)

Man flood village, Man flood district, Assiut governorate

Crop	Baseline Survey					Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)		
Wheat	0.59	1393	1.39	3,892	4,432	2,615	1,277
Maize	2.24	6357	6.36	2.6	16,536	4,546	6,353
Sorghum	0.48	1157	1.16	2.9	3,364	3,990	1,449
Berseem	0.37	1.14	0.00	17,000	1,938	2,188	810
Fava bean	0.50	857	0.86	7.4	6,364	4,455	2,437
Chick bean	0.64	514	0.51	10.1	5,151	4,263	2,423
Potato	0.79	13357	13.36	3.5	46,760	20,000	30,960
Total	5.61						47,727

Target income increase per household

Crop	Target Income Increase per Household					Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)		
Wheat	0.59	1.39	2.80	3,892	4,432	2,615	1,277
Maize	1.12	6.36	2.60	16,536	4,546	5,092	11,444
Sorghum	0.24	1.16	2.90	3,364	3,990	958	2,406
Berseem	0.37	1.16	17,000.00	1,972	2,188	810	1,162
Target crops	3.29						41,530
Total	5.61						57,820

\* assumed: half of maize and sorghum transfers to target crops

21%

Awlad Elias village, El Sadfa district, Assiut governorate

Crop	Baseline Survey					Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)		
Wheat	1.54	2817	2.82	8,460	4,728	7,281	1,179
Maize	1.62	4108	4.11	2.7	11,097	5,204	8,430
Sorghum	0.15	234	0.23	0.0	4,381	657	-657
Berseem	0.54	3.5	0.00	12,000	4,200	1,997	3,122
Green fodder	0.05	1	0.00	0	3,590	180	-180
Fava bean	0.13	206.3	0.21	7.0	1,470	3,000	390
Groundnuts	0.13	281.3	0.28	3.8	1,064	8,000	1,040
Mandarine	0.25	1875	1.88	1.3	2,444	6,000	1,500
Total	4.41						8,178

Target income increase per household

Crop	Target Income Increase per Household					Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)		
Wheat	1.54	2.82	3.0	8,460	4,728	7,281	1,179
Maize	1.62	4.11	2.7	11,097	5,204	8,430	2,667
Sorghum	0.15	0.23	0.0	0	4,381	657	-657
Berseem	0.54	3.50	12,000.00	4,200	1,997	1,078	3,122
Green fodder	0.05	1.00	0.0	0	3,590	180	-180
Mandarine	0.25	1.88	1.3	2,444	6,000	1,500	944
Target crop	0.26						2,889
Total	4.41						9,963

\* assumed: half of maize and sorghum transfers to target crops

22%

Sahel Salem village, Sahel Salem district, Assiut governorate

Crop	Baseline Survey					Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)		
Wheat	0.67	1467.0	1.47	2.7	3,969	3,746	2,510
Maize	0.45	878.0	0.88	2.6	2,288	3,079	1,366
Sorghum	0.17	222.0	0.22	1.5	330	1,667	283
Berseem	0.65	4.3	0.00	2,500.0	10,750	2,306	1,499
Green fodder	0.21	2.4	0.00	0	2,191	460	-460
Soybean	0.28	300.0	0.30	4.4	1,320	3,833	1,073
Sesame	0.05	14.4	0.01	10.0	100	720	36
Onion	0.06	888.9	0.89	1.3	1,157	6,000	360
Garlic	0.11	955.6	0.96	2.8	2,688	6,000	660
Cucumber	0.06	686.7	0.67	1.3	1,005	3,000	180
Mandarine	0.06	333.3	0.33	1.0	330	3,000	180
Total	2.77						15,310

Target income increase per household

Crop	Target Income Increase per Household					Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)		
Wheat	0.67	1.47	2.7	3,969	3,746	2,510	1,459
Maize	0.45	0.88	2.6	2,288	3,079	1,366	902
Sorghum	0.17	0.22	1.5	330	1,667	283	47
Berseem	0.65	4.30	2500.00	10,750	2,306	1,499	9,251
Green fodder	0.21	4.30	0.0	0	2,191	460	-460
Target crop	0.62						7890
Total	2.77						19,089

\* assumed: Half of maize is transferred to target crops

25%

Mashaya village, El Ghanaem district, Assiut governorate

Crop	Baseline Survey					Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)		
Wheat	0.87	1473	1.47	3.1	4,557	3,061	1,894
Maize	0.48	1068	1.07	2.7	2,889	3,388	1,626
Sorghum	0.32	544	0.54	3.4	1,836	2,943	894
Berseem	0.45	4	0.00	0	2,448	1,102	-1,102
Green fodder	0.51	3.8	0.00	14,000	5,320	3,482	3,544
Tomato	0.10	523	0.52	3.4	1,768	9,667	987
Eggplant	0.02	227	0.23	1.0	230	200	30
Pepper	0.05	364	0.36	1.3	468	6,000	300
Onion	0.02	409	0.41	1.0	410	16,000	320
Garlic	0.05	91	0.09	5.0	450	4,000	200
Cabbage/cauliflow	0.05	273	0.27	5.0	1,350	3,000	150
Total	2.92						9,013

Target income increase per household

Crop	Target Income Increase per Household					Total Cost (LE)	Net Income
	Cultivated Area	Present Yield	Present Price	Gross Income	Cost (LE/fed)		
Wheat	0.87	1.47	3.1	4,557	3,061	2,663	1,894
Maize	0.24	1.07	2.7	2,889	3,388	813	2,076
Sorghum	0.32	0.54	3.4	1,836	2,943	894	894
Berseem	0.45	0.00	0.0	0	2,448	1,102	-1,102
Green fodder	0.51	3.80	14,000.00	5,320	3,482	1,776	3,544
Target crops	0.53						2,728
Total	2.92						10,035

\* Assumed: Half of maize is transferred to target crops

11%

Activities	2014												2015												2016												2017												2018												2019											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<b>Output 1. Market-oriented extension approach</b>	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.1 build the reviews of the target plan of extension services for the market-oriented approach between stakeholders	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.2 select target agricultural cooperatives and small-scale farmers based on the consensus of selection method	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.3 Conduct baseline survey of the target farmers	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.4 identify the opportunities for dialogues between the target small-scale farmers and agricultural business stakeholders	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.5 Conduct trainings for the target small-scale farmers on market survey and farming action planning	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.6 Facilitate the target small-scale farmers to make farming action plans	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.7 Facilitate the extension staff to identify the agricultural cooperatives (IC) for extension staff regarding the necessary agricultural techniques for implementing the action plans in 1-6	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.8 Facilitate the trained extension staff to implement technical trainings for the target small-scale farmers*1	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.9 Monitor activities based on the action plans by the trained target small-scale farmers*1	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
1.10 Improve the extension flow based on the market-oriented approach by examining the each activity	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
<b>Output 2. Agricultural techniques for value-added products are examined and developed.</b>	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
2.1 identify agricultural techniques*1 need to be examined and developed based on the study of IMAP and the action plans made by the target small-scale farmers	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
2.2 Examine and develop the techniques identified in 2-1	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
2.3 Field examined and developed techniques to be applied in agricultural techniques, which are confirmed necessary through implementing the extension flow	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
<b>Output 3. Capacities for making and implementing action plans of the agricultural cooperatives are strengthened.</b>	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
3.1 Identify problems/opportunities of the target agricultural cooperatives for making and implementing action plans	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
3.2 Conduct trainings for the target agricultural cooperatives members on making and implementing action plans for improving small-scale farmers' incomes	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
3.3 Facilitate village extension staff to support the target agriculture cooperatives for implementing the action plans made in 3-2	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
<b>Output 4. Farming methods based on the market-oriented approach are deployed in the target agriculture cooperatives and in district.</b>	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
4.1 Facilitate the target agricultural cooperatives to make accesses for developing market-oriented farming methods based on the market-oriented approach to other farmers within the agriculture cooperatives	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
4.2 Monitor the target agricultural cooperatives to implement the above plans	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
4.3 Facilitate the district agricultural offices to make extension plans for deploying farming methods based on the market-oriented approach to other agricultural cooperatives in the districts	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
4.4 Monitor the district agricultural office to implement the above plans	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
4.5 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
<b>Other related activities</b>	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
Joint Steering Committee	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
Mid-term Review (if necessary arises)*2)	[Gantt chart showing activity bars across months for 2014-2019]																																																																							
Terminal Evaluation	[Gantt chart showing activity bars across months for 2014-2019]																																																																							

\*1) Activities of 1-3 and 1-9 will be implemented at appropriate times according to the progress of the Project.  
 \*2) Instead of the mid-term review, the Project consultation mission will be conducted to facilitate smooth implementation of the Project responding to the project progress.

ER  
 Date 10/10/17

ANNEX 2 Flow Chart

ANNEX 3 Detailed Plan of Operation

ANNEX 4 Assignment of JICA Experts

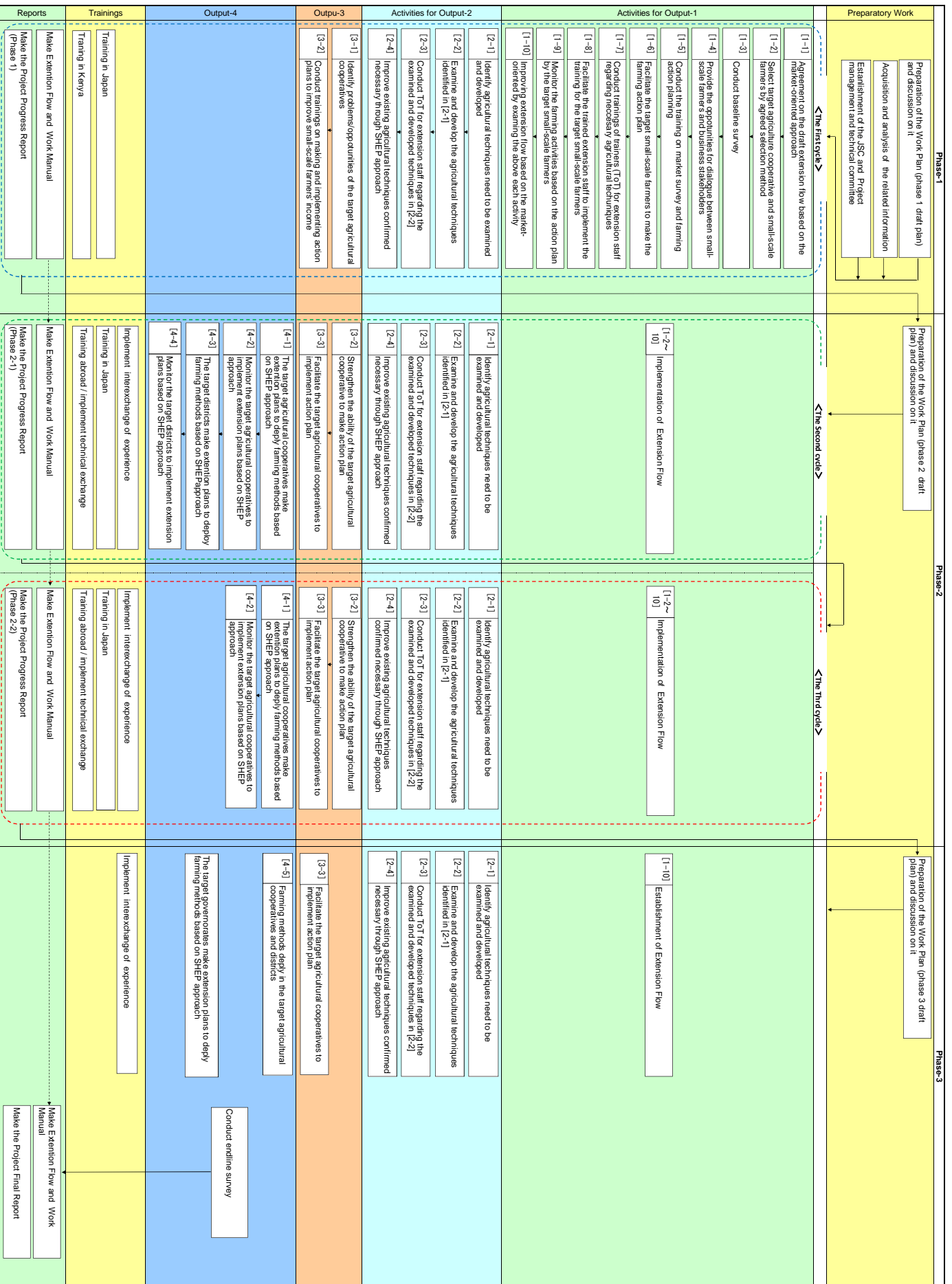
ANNEX 5 Training in Japan

ANNEX 6 Equipment





# ANNEX-2 WORK FLOW CHART



### Annex-3: Detailed Plan of Operation (Phase 1)

Project Name : Improving Small-Scale Farmers' Market-Oriented Agriculture Project  
 Duration: 2014-2019 (5 years)  
 Target Group: Small-scale farmers in the target agricultural cooperatives and surrounding small-scale farmers

Target sites: Minia, Assut Governorate

as of July 6, 2014

Activities	2014												2015											
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
<b>Output 1. Market-oriented extension approach is established.</b>																								
1.1 Build the consensus of the draft plan of extension flow based on the market-oriented approach between stakeholders	[Gantt bar]												[Gantt bar]											
1.2 Select target agricultural cooperatives and small-scale farmers based on the consensus of selection method	[Gantt bar]												[Gantt bar]											
1) Make 3 groups of district by its location (north, central, south) in each governorate, and select one group as the first target districts. (3 districts in each governorate)	[Gantt bar]												[Gantt bar]											
2) Select one target agricultural cooperative in each district according to selection criteria.	[Gantt bar]												[Gantt bar]											
3) Select 40 target small-scale farmers in each cooperative according to selection criteria.	[Gantt bar]												[Gantt bar]											
1.3 Conduct baseline survey of the target agriculture cooperatives and small-scale farmers	[Gantt bar]												[Gantt bar]											
1) Prepare questionnaire sheet for the survey, which farmers can understand easily.	[Gantt bar]												[Gantt bar]											
2) Conduct the questionnaire survey with target farmers and village extension staff.	[Gantt bar]												[Gantt bar]											
3) May ask female district extension staff to participate in this survey.	[Gantt bar]												[Gantt bar]											
1.4 Provide the opportunities for dialogue between the target small-scale farmers and agricultural business stakeholders	[Gantt bar]												[Gantt bar]											
1) Collect the data of local traders, and arrange meetings with these traders and target cooperatives/farmers.	[Gantt bar]												[Gantt bar]											
2) If there are more potential target cooperatives/farmers, collect the data of nation-wide traders and exporters, and arrange meetings with these traders and target cooperatives/farmers.	[Gantt bar]												[Gantt bar]											
1.5 Conduct trainings for the target small-scale farmers on market survey and farming action planning	[Gantt bar]												[Gantt bar]											
1) Market survey (MS): 1- Study village and district markets. (price check & market demands)	[Gantt bar]												[Gantt bar]											
2) MS: 2- Visit different markets as well as the same markets regularly with farmers and cooperative staff. (Learn from traders about harvesting periods, quality, size, etc.)	[Gantt bar]												[Gantt bar]											
3) MS: 3- Compare the consumers' preferences and price of each product.	[Gantt bar]												[Gantt bar]											
4) Farming Plan (FP): 1- Collect information on various subjects including cropping season, agricultural works timing, productivity, sales method, by crop and cooperative.	[Gantt bar]												[Gantt bar]											
5) FP: 2- With the collected data, process farming plans and make packages.	[Gantt bar]												[Gantt bar]											
6) FP: 3- With the processed farming plans and packages, conduct farmers trainings by crop and cooperative. (Should include female farmers, if possible.)	[Gantt bar]												[Gantt bar]											
1.6 Facilitate the target small-scale farmers to make farming action plans	[Gantt bar]												[Gantt bar]											
1) Make action plans at the village cooperative office.	[Gantt bar]												[Gantt bar]											
2) Female farmers will be asked to participate in the activity.	[Gantt bar]												[Gantt bar]											
1.7 Conduct trainings of trainers (ToT) for extension staff regarding the necessary agricultural techniques for implementing the action plans in 1.6.	[Gantt bar]												[Gantt bar]											
1) Select training programs on appropriate skills development of extension staff (May cover topics such as soil preparation (before sowing), after growing, and before harvesting.)	[Gantt bar]												[Gantt bar]											
2) Arrange trainers in consultation with Central Administration for Agriculture Extension, Agriculture Research Centers and Extension Department.	[Gantt bar]												[Gantt bar]											
3) Conduct trainings for extension staff from governorate, districts and villages at the extension hall of the Agriculture Directorate. (If possible, marketing trainings can be included, and female extension staff should attend the trainings.)	[Gantt bar]												[Gantt bar]											
1.8 Facilitate the trained extension staff to implement technical trainings for the target small-scale farmers*1	[Gantt bar]												[Gantt bar]											
1) Try some methods such as farmer field school, demonstration farms, exchange visits, etc.	[Gantt bar]												[Gantt bar]											
2) Female farmers will be requested to join the technical trainings.	[Gantt bar]												[Gantt bar]											
1.9 Monitor activities based on the action plans by the trained target small-scale farmers*1	[Gantt bar]												[Gantt bar]											
1) Establish a monitoring committee consisting of village extension staff for daily monitoring.	[Gantt bar]												[Gantt bar]											
2) Establish a district extension committee for weekly monitoring.	[Gantt bar]												[Gantt bar]											
3) Establish a governorate extension committee for monthly monitoring.	[Gantt bar]												[Gantt bar]											
4) Females extension staff at district may join the district monitoring committee to monitor the technical training progresses.	[Gantt bar]												[Gantt bar]											
1.10 Improve the extension flow based on the market-oriented approach by examining the each activity	[Gantt bar]												[Gantt bar]											
1) Analyze the above monitoring results to check appropriateness of the extension flow.	[Gantt bar]												[Gantt bar]											
2) Improve the extension flow in consultation with the stakeholders.	[Gantt bar]												[Gantt bar]											
<b>Output 2. Agricultural techniques for value-added products are examined and developed.</b>																								
2.1 Identify agricultural techniques need to be examined and developed based on the study of IMAP and the action plans made by the target small-scale farmers	[Gantt bar]												[Gantt bar]											
1) Other relevant information (including IMAP results, action plans made by the target small-scale farmers, the MALR's experiences, the current cultivation practices, etc.) are collected and sorted out.	[Gantt bar]												[Gantt bar]											
2) With reference to the collected relevant data, identify agricultural techniques to be examined and developed.	[Gantt bar]												[Gantt bar]											
2.2 Examine and develop the techniques identified in 2.1	[Gantt bar]												[Gantt bar]											
1) Prepare the fields for examination and development of techniques (demonstration farms, farmers' fields).	[Gantt bar]												[Gantt bar]											
2) Evaluate effectiveness of these techniques in comparison with past and present practices.	[Gantt bar]												[Gantt bar]											
2.3 Feed examined and developed techniques back to the ToT in 1.7	[Gantt bar]												[Gantt bar]											
1) Collect and analyze the activity results of 2.2.	[Gantt bar]												[Gantt bar]											
2) Feed back the appropriate techniques for the target small-scale farmers to the ToT in 1.7.	[Gantt bar]												[Gantt bar]											
2.4 Improve existing agricultural techniques, which are confirmed necessary through implementing the extension flow	[Gantt bar]												[Gantt bar]											
1) Compare and evaluate existing and newly practiced/introduced agricultural techniques.	[Gantt bar]												[Gantt bar]											
2) Prepare new materials for improved agricultural techniques that are beneficial for the target small-scale farmers.	[Gantt bar]												[Gantt bar]											
<b>Output 3. Capacities for making and implementing action plans of the agricultural cooperatives are strengthened.</b>																								
3.1 Identify problems/opportunities of the target agricultural cooperatives for making and implementing action plans	[Gantt bar]												[Gantt bar]											
1) Conduct SWOT analyses with the target agricultural cooperatives' members.	[Gantt bar]												[Gantt bar]											
3.2 Conduct trainings for the target agricultural cooperatives members on making and implementing action plans for improving small-scale farmers' incomes	[Gantt bar]												[Gantt bar]											
1) Identify appropriate training subjects/topics for making and implementing action plans for improving small-scale farmers' incomes.	[Gantt bar]												[Gantt bar]											
2) Arrange trainers to conduct the trainings.	[Gantt bar]												[Gantt bar]											
3.3 Facilitate village extension staff to support the target agriculture cooperatives for implementing the action plans made in 3.2	[Gantt bar]												[Gantt bar]											
1) Visit the target agricultural cooperatives and monitor their activities regularly.	[Gantt bar]												[Gantt bar]											
2) Give advice on implementation of the action plans to village extension staff.	[Gantt bar]												[Gantt bar]											
<b>Output 4. Farming methods based on the market-oriented approach are deployed in the target agriculture cooperatives and in district.</b>																								
4.1 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach to other farmers within the agriculture cooperatives	[Gantt bar]												[Gantt bar]											
4.2 Monitor the target agricultural cooperatives to implement the above plans	[Gantt bar]												[Gantt bar]											
4.3 Facilitate the district agricultural offices to make extension plans for deploying farming methods based on the market-oriented approach to other agricultural cooperatives in the districts	[Gantt bar]												[Gantt bar]											
4.4 Monitor the district agricultural office to implement the above plans	[Gantt bar]												[Gantt bar]											
4.5 Facilitate the target agricultural directorates to make extension plans for deploy farming methods based on the market-oriented approach	[Gantt bar]												[Gantt bar]											
<b>Other related activities</b>																								
Joint Steering Committee	[Gantt bar]												[Gantt bar]											
Mid-term Review (if necessity arises) *2)	[Gantt bar]												[Gantt bar]											
Terminal Evaluation	[Gantt bar]												[Gantt bar]											

\*1) Activities of 1.8 and 1.9 will be implemented at appropriate time according to the progress of the Project.

\*2) Instead of the mid-term review, the Project consultation mission will be conducted to facilitate smooth implementation of the Project responding to the project progress.

### Annex-3: Detailed Plan of Operation (Phase 2)

Project Name : Improving Small-Scale Farmers' Market-Oriented Agriculture Project  
 Duration :2014-2019 (5 years)  
 Target Group: Small-scale farmers in the target agricultural cooperatives and surrounding small-scale farmers

Target sites: Minia, Assiut Governorate

As of May 2015

Activities	2015					2016												2017														
	7	8	9	10	11	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
<b>Output 1. Market-oriented extension approach is established.</b>																																
1.1 Build the consensus of the draft plan of extension flow based on the market-oriented approach between stakeholders	(Consensus of Improvement of Extension Flow was made in the end of Phase 1)																															
1.2 Select target agricultural cooperatives and small-scale farmers based on the consensus of selection method																																
1) Select 3 districts in Minia and 4 districts in Assiut from each block of the Governorate.																																
2) Select one target agricultural cooperative in each district according to selection criteria.																																
3) Select 40 target small-scale farmers (30 men and 10 women) in each cooperative according to selection criteria.																																
4) Hold orientation meeting to the selected farmers and carry out gender mainstreaming dissemination and gender survey																																
1.4 Provide the opportunities for dialogue between the target small-scale farmers and agricultural business stakeholders																																
1) Collect the data of local traders, and arrange meetings with these traders and target cooperatives/farmers.																																
2) Carry out the dialogues for local agri-business stakeholders and the ones from Cairo (nation-wide stakeholders)																																
3) Provide information on agribusiness stakeholders to women																																
1.5 Conduct trainings for the target small-scale farmers on market survey																																
1) Study village and district markets and arrange the visit by farmers.																																
2) Visit markets near the target village with the farmers and conduct the market survey training. (Learn from traders about harvesting periods, quality, size, etc.)																																
3) Analyze the survey result with the target farmers.																																
4) Facilitate possible market survey for women.																																
1.3 Conduct baseline survey of the target agriculture cooperatives and small-scale farmers (include women)																																
1) Prepare questionnaire sheet for the survey, which farmers can understand easily.																																
2) Conduct the questionnaire survey with target farmers and village extension staff.																																
3) Prepare the format for women and carry out the baseline survey for women activity																																
1.6 Facilitate the target small-scale farmers to make farming action plans																																
1) Summarise and share the results of business dialogues and market survey among the target farmers.																																
2) Based on the baseline survey, assist the target farmers to set their target income increase.																																
3) Make action plans at the village cooperative office.																																
4) Facilitate women to identify the activity to engage and make plan.																																
1.7 Conduct trainings of trainers (ToT) for extension staff regarding the necessary agricultural techniques for implementing the action plans in 1.6.																																
1) Select training programs on appropriate skills development of extension staff (May cover topics such as soil preparation (before sowing), after growing, and before harvesting.)																																
2) Arrange trainers in consultation with Central Administration for Agriculture Extension, Agriculture Research Centers and Extension Department.																																
3) Conduct trainings for extension staff from governorate, districts and villages at the extension hall of the Agriculture Directorate. (If possible, marketing trainings can be included, and female extension staff should attend the trainings.)																																
1.8 Facilitate the trained extension staff to implement technical trainings for the target small-scale farmers*1																																
1) Try some methods such as farmer field school, demonstration farms, exchange visits, etc.																																
2) Carry out trainings for women.																																
1.9 Monitor activities based on the action plans by the trained target small-scale farmers*1																																
1) Establish a monitoring committee consisting of village extension staff for daily monitoring.																																
2) Establish a district extension committee for weekly monitoring.																																
3) Establish a governorate extension committee for monthly monitoring.																																
4) Females extension staff at district may join the district monitoring committee to monitor the technical training progresses.																																
1.10 Improve the extension flow based on the market-oriented approach by examining the each activity																																
1) Analyze the above monitoring results to check appropriateness of the extension flow.																																
2) Improve the extension flow in consultation with the stakeholders.																																
<b>Output 2. Agricultural techniques for value-added products are examined and developed.</b>																																
2.1 Identify agricultural techniques need to be examined and developed based on the study of IMAP and the action plans made by the target small-scale farmers																																
1) Other relevant information (including IMAP results, action plans made by the target small-scale farmers, the MALR's experiences, the current cultivation practices, etc.) are collected and sorted out.																																
2) With reference to the collected relevant data, identify agricultural techniques to be examined and developed.																																
2.2 Examine and develop the techniques identified in 2.1																																
1) Prepare the fields for examination and development of techniques (demonstration farms, farmers' fields).																																
2) Evaluate effectiveness of these techniques in comparison with past and present practices.																																
2.3 Feed examined and developed techniques back to the ToT in 1.7																																
1) Collect and analyze the activity results of 2.2.																																
2) Feed back the appropriate techniques for the target small-scale farmers to the ToT in 1.7.																																
2.4 Improve existing agricultural techniques, which are confirmed necessary through implementing the extension flow																																
1) Compare and evaluate existing and newly practiced/introduced agricultural techniques.																																
2) Prepare new materials for improved agricultural techniques that are beneficial for the target small-scale farmers.																																
<b>Output 3. Capacities for making and implementing action plans of the agricultural cooperatives are strengthened.</b>																																
3.1 Identify problems/opportunities of the target agricultural cooperatives for making and implementing action plans																																
1) Conduct SWOT analyses with the target agricultural cooperatives' members.																																
3.2 Conduct trainings for the target agricultural cooperatives members on making and implementing action plans for improving small-scale farmers' incomes																																
1) Identify appropriate training subjects/topics for making and implementing action plans for improving small-scale farmers' incomes.																																
2) Arrange trainers to conduct the trainings.																																
3.3 Facilitate village extension staff to support the target agriculture cooperatives for implementing the action plans made in 3.2																																
1) Visit the target agricultural cooperatives and monitor their activities regularly.																																
2) Give advice on implementation of the action plans to village extension staff.																																
<b>Output 4. Farming methods based on the market-oriented approach are deployed in the target agriculture cooperatives and in district.</b>																																
4.1 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach to other farmers within the agriculture cooperatives																																
4.2 Monitor the target agricultural cooperatives to implement the above plans																																
4.3 Facilitate the district agricultural offices to make extension plans for deploying farming methods based on the market-oriented approach to other agricultural cooperatives in the districts																																
4.4 Monitor the district agricultural office to implement the above plans																																
4.5 Facilitate the target agricultural directorates to make extension plans for deploy farming methods based on the market-oriented approach																																
<b>Other related activities</b>																																
Joint Steering Committee																																
Mid-term Review (if necessity arises) *2																																
Terminal Evaluation																																

\*1 Activities of 1.8 and 1.9 will be implemented at appropriate time according to the progress of the Project.

\*2 Instead of the mid-term review, the Project consultation mission will be conducted to facilitate smooth implementation of the Project responding to the project progress.



## ANNEX 4 Assignment of JICA Experts (Phase 1)

### 1. Field Work

Name (In charge)		2014												2015						Man-Month		
		Phase 1												Phase 1						Phase 1		
		5	6	7	8	9	10	11	12	1	2	3	4	5	6	Field	Home					
HATA Akihiko (Chief Advisor / Agricultural Marketing)	Plan	[Gantt bars for 2014]												[Gantt bars for 2015]						10.00		
	Actual	5/16 (9)	6/1 (75)	8/19,23,30 (12)	7/20 (75)	8/3,8/21,8/26 (24)	9/15 (18)	10/11,26 (18)	11/7,10,15 (22)	12/8,19,26 (14)	1/17 (8)	2/16,21,28 (8)	3/3,7,14,21,28 (18)	4/1,8 (6)	5/5,10 (23)	6/1,13 (6)	6.57					
IIZUKA Keiji (Agriculture / Extension(1))	Plan	[Gantt bars for 2014]												[Gantt bars for 2015]						6.00		
	Actual	5/26 (60)	[Gantt bars for 2014]											10/10 (60)	12/8 (60)	2/14 (22)	3/16 (38)	4/22 (60)	6.00			
ADACHI Yoshinao (Agriculture / Extension(2))	Plan	[Gantt bars for 2014]												[Gantt bars for 2015]						1.20		
	Actual	[Gantt bars for 2014]												4/27 (36)	6/1 (36)	1.20						
HIRAYAMA Kota (Farmers Organization / Coordinator / Training Program (1))	Plan	[Gantt bars for 2014]												[Gantt bars for 2015]						5.00		
	Actual	5/26 (34)	6/28 (7)	9/8 (7)	9/14 (7)	[Gantt bars for 2014]											11/13 (58)	1/9 (65)	4/24 (7)	5/20 (19)	5/7 (13)	4.60
YAMAMOTO Makiko (Gender / Rural Society)	Plan	[Gantt bars for 2014]												[Gantt bars for 2015]						4.00		
	Actual	[Gantt bars for 2014]												7/10 (56)	9/3 (65)	1/16 (71)	3/27 (71)	4.23				
HARA Ritsuko (Coordinator / Training Plan (2))	Plan	[Gantt bars for 2014]												[Gantt bars for 2015]						3.20		
	Actual	5/30 (60)	[Gantt bars for 2014]											9/13 (36)	9/14 (36)	1/6 (36)	2/10 (36)	3.20				
Field Work Total														Plan	29.40							
Field Work Total														Actual	25.80							

### 2. Home Work

HATA Akihiko (Chief Advisor / Agricultural Marketing)	計画	[Gantt bars for 2014]												[Gantt bars for 2015]						0.00
	実績	5/27 (3)	6/3,12,15,22,29 (10)	7/15,24,27 (5)	8/24 (2)	9/7 (2)	10/6 (6)	10/29 (10)	11/6,9,26 (4)	12/15,24 (6)	1/11,25 (7)	2/18,26 (3)	3/1,12,18,24,31 (9)	4/5,14 (2)	5/8,7,31 (4)	10/15 (3)	3.27			
IIZUKA Keiji (Agriculture / Extension(1))	計画	[Gantt bars for 2014]												[Gantt bars for 2015]						0.20
	実績	5/19 (4)	5/22 (4)	[Gantt bars for 2014]											[Gantt bars for 2015]					
HIRAYAMA Kota (Farmers Organization / Coordinator / Training Program (1))	計画	[Gantt bars for 2014]												[Gantt bars for 2015]						0.00
	実績	[Gantt bars for 2014]												4/1 (8)	4/10 (8)	0.40				
Home Work Total														Plan	0.20					
Home Work Total														Actual	3.87					
Total														Plan	29.60					
Total														Actual	29.67					

Reporting				△	Work Plan (Phase 1)										△	Progress Report (Phase 1)
-----------	--	--	--	---	---------------------	--	--	--	--	--	--	--	--	--	---	---------------------------

Note: Hata is based in Cairo. When he works in Cairo, it is counted as home work.

ANNEX 4 Assignment of JICA Experts (Phase 2)

1. Field Work

Name (In charge)	2015												2016												2017												Person-Month	
	Phase 1				Phase 2				Phase 2				Phase 2				Phase 2				Phase 2				Phase II				Field	Home								
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11			12							
HATA Akihiko (Chief Advisor / Agricultural Marketing)	Plan	[Gantt chart showing planned work]																								12.86												
	Actual	[Gantt chart showing actual work]																								10.00												
IZUKA Keiji (Agriculture / Extension(1))	Plan	[Gantt chart showing planned work]																								1.00												
	Actual	[Gantt chart showing actual work]																								1.00												
ADACHI Yoshinao (Agriculture / Extension(2))	Plan	[Gantt chart showing planned work]																								12.30												
	Actual	[Gantt chart showing actual work]																								12.00												
HIRAYAMA Kota (Farmers Organization / Coordinator / Training Program (1))	Plan	[Gantt chart showing planned work]																								10.20												
	Actual	[Gantt chart showing actual work]																								10.00												
YAMAMOTO Makiko (Gender / Rural Society)	Plan	[Gantt chart showing planned work]																								6.50												
	Actual	[Gantt chart showing actual work]																								6.50												
HARA Ritsuko (Coordinator / Training Plan (2))	Plan	[Gantt chart showing planned work]																								3.50												
	Actual	[Gantt chart showing actual work]																								3.50												
KAMIKAWA SHOTA (Agro-economy)	Plan	[Gantt chart showing planned work]																								0.00												
	Actual	[Gantt chart showing actual work]																								0.00												
		Field Work Total																								46.36												
		Actual																								43.00												

2. Home Work

HATA Akihiko (Chief Advisor / Agricultural Marketing)	Plan	[Gantt chart showing planned work]																								4.24	
	Actual	[Gantt chart showing actual work]																								7.60	
HIRAYAMA Kota (Farmers Organization / Coordinator / Training Program (1))	Plan	[Gantt chart showing planned work]																								1.00	
	Actual	[Gantt chart showing actual work]																								1.00	
		Home Work Total																								5.24	
		Actual																								8.60	

Assignment Plan: [Grey bar]

Actual Assignment: [Black bar]

Assigned by Sanyu Consultants: [Hatched bar]

Total Plan: 51.60

Total Actual: 51.60

**ANNEX 4 Assignment of JICA Experts (Phase 3)**

**1. Field Work**

Name (In charge)	2018												2019					Person-Month																									
	Phase 3																	Field	Home																								
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5																										
HATA Akihiko (Chief Advisor / Agricultural Marketing)	Plan	[Dashed bar]												[Dashed bar]					4.85																								
	Actual	1/28	2	11	26	6	10	18	25	1	16	22	29	22	20	23	3	5	12	2	9	17	2	8	23	4	12	27	9	22	20	29	3	18	26	21	31	5	19	27	17	24	3.60
ADACHI Yoshinao (Agriculture / Extension(2))	Plan	[Dashed bar]												[Dashed bar]					6.30																								
	Actual				4/19									10/2																		3/9	3/30				3/16	4/20	6.30				
HIRAYAMA Kota (Farmers Organization / Coordinator / Training Program (1))	Plan	[Dashed bar]												[Dashed bar]					2.80																								
	Actual				5/6									8/25																									2.80				
YAMAMOTO Makiko (Gender / Rural Society)	Plan	[Dashed bar]												[Dashed bar]					2.90																								
	Actual	1/29												7/14																									2.90				
HARA Ritsuko (Coordinator / Training Plan (2))	Plan	[Dashed bar]												[Dashed bar]					2.00																								
	Actual				3/5																																		2.00				
		Field Work Total												Field Work Total					18.85																								
		Actual												Actual					17.60																								

**2. Home Work**

HATA Akihiko (Chief Advisor / Agricultural Marketing)	Plan	[Dashed bar]												[Dashed bar]					1.45																							
	Actual	1/17	21	1	8	13	28	4	13	22	28	10	15	26	2	24	28	10	19	2	7	12	1	4	7	14	22	25	11	18	25	15	22	27	5		15	23	28	5	11	2.70
		Home Work Total												Home Work Total					1.45																							
		Actual												Actual					2.70																							

Assignment Plan: [Dashed bar]  
 Actual Assignment: [Solid bar]  
 Assigned by Sanyu Consultants: [Patterned bar]

Total	Plan	20.30
Total	Actual	20.30



**Annex-5. Training Program Participants in Japan**

Name	Period of Participation ( From / To )	Field / Name of the Course	Content	Implementing Institution	Position at that time	Current Position, Date of turnover
OSAMA Saad El Ilthy Shaaban	16 Nov, 2014 29 Nov, 2014	Group and Region Focused Training: Market-Oriented Agriculture Promotion for Executive Officer in Africa (B)	Market-oriented agriculture	JICA	CAAC, General Coordinator	CAAC, General Coordinator
GABB Mohamed Mohamed Abdalla	11 May, 2015 26 May, 2015	Country Focused Training: Learning lessons from the development of market-oriented agriculture in Japan	"	JICA / ISMAP Project Team	CAAC, Head	Retired
MOSTAFA Mostafa Roshdy Fahim	11 May, 2015 26 May, 2015	"	"	"	Assist Agriculture Directorate, Undersecretary	Retired
HANA Meged Nesim Labeb	11 May, 2015 26 May, 2015	"	"	"	Minia Agriculture Cooperation Dept. Agronomist	
BADAWI Kamaleldin Ahmed Ibrahim	11 May, 2015 26 May, 2015	"	"	"	Minia Agr. Extension Dept. Genral Director	
BOULES Ramy Samir Fouad	11 May, 2015 26 May, 2015	"	"	"	Minia Extension Dept., Agriculture Engineer	
SALEM Hamdi Abdelbasset Abdelzaher	11 May, 2015 26 May, 2015	"	"	"	Minia Agr. Cooperation Dept., General Director	Retired
MANSOUR Gamal Sameel Habib	11 May, 2015 26 May, 2015	"	"	"	Assist Horticulture Dept. General Manager	
MOHAMED Hamdy Mohamed Khalil	11 May, 2015 26 May, 2015	"	"	"	Assist Agr. Extension Dept. Directorate Head of Prof. Dept	
ABDELFAH Mostafa Kamal Abdelwahab	11 May, 2015 26 May, 2015	"	"	"	Assist Agr. Cooperation Dept. Directorate Head of Prof. Dept	
ELSAID Fayed Saadeeldin Mostafa	11 May, 2015 26 May, 2015	"	"	"	CAAC, Livestock Department, Director	
SOBEH Gamal Elsayed Mohamed	11 May, 2015 26 May, 2015	"	"	"	CAAC, Technical Office, General Manager	
HASSANEIN Mohamed Ahmed Mohammed Bakr	14 May, 2016 27 May, 2016	"	"	"	Minia Agr. Extension Dept., General Director	
HASSAN Zhab Hassan Abdelaziz	14 May, 2016 27 May, 2016	"	"	"	Assist Agr. Cooperation Dept. Vice Manager	
MOHAMED Walid Mohamed Ahmed	14 May, 2016 27 May, 2016	"	"	"	CAAC, Technical Office, Agricultural Engineer	
ABDALHALEM Marwa Mohammed Soliman	14 May, 2016 27 May, 2016	"	"	"	CAAC, Technical Office, Second Agricultural Specialist	
ABDELALIM Aml Mohammed Abdallah	14 May, 2016 27 May, 2016	"	"	"	Assist Horticulture Dept./Agr. Cooperation Administ.-Agriculture Engineer	
ELSHERIF Lamias Ahmed Antar Mohamed	14 May, 2016 27 May, 2016	"	"	"	CAAC, Technical Office, Agricultural Engineer	
MOHAMED Hanan Ekhergawi Sayed	14 May, 2016 27 May, 2016	"	"	"	Minia Agriculture Cooperation Dept., Head of Agr. Products Sect.	
MAHMOUD Maha Abdelazim Elsaadi	14 May, 2016 27 May, 2016	"	"	"	Minia Agriculture Cooperation Dept., General Director/Orient.&Org.	
ESSA Sherin Hussein Aly	7 May, 2017 18 May, 2017	"	"	"	Assist Horticulture Dept./Agr. Cooperation Administ., Head of Palm Sector	
Mohamed Ahmed Abdelhadi Elfehl	7 May, 2017 18 May, 2017	"	"	"	CAAC, Marketing Dept. General Manager	Passed away
Osama Saad Ellithy Shaaban	7 May, 2017 18 May, 2017	"	"	"	CAAC, General Coordinator	
Mohamed Elsayed Eld Elsayed	7 May, 2017 18 May, 2017	"	"	"	CAAE, Grain Management Dept., Agriculture engineer	
Abeer Abo Elmagd	7 May, 2017 18 May, 2017	"	"	"	CAAE, Monitoring and Guidance Dept., Manager	
Mohamed Azza Ramadan	7 May, 2017 18 May, 2017	"	"	"	Minia Agriculture Cooperation Dept. Head of marketing section	
Barty Helmy	7 May, 2017 18 May, 2017	"	"	"	Assist Horticulture Dept., Horticulture engineer	
Mahmoud Osman	7 May, 2017 18 May, 2017	"	"	"	Assist Agr. Extension Dept. Agricultural extension engineer	

## Annex-6: List of Equipment Provided

Name	Specification	Currency	Price	Date	Place to Use
Lap Top Computer	HP 450 i5-4200M 15.6 6GB/10T SEA PC Core i5-4200M	EGP	10245.000	2014/8/20	Cairo
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Cairo
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Cairo
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Minia
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Minia
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Minia
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Minia
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Assiut
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Assiut
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Assiut
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Assiut
Digital Camera	Canon ixus 145 + bag+ 16G SD Card	EGP	1200.000	2014/8/20	Assiut
Projector	EPSON EB-1776W	EGP	11800.000	2014/8/20	Cairo
Desk Top Computer	HP ProDesk 490 G1 Micro Tower PC	EGP	14920.000	2014/8/20	Minia
Desk Top Computer	HP ProDesk 490 G1 Micro Tower PC	EGP	14920.000	2014/8/20	Minia
Desk Top Computer	HP ProDesk 490 G1 Micro Tower PC	EGP	14920.000	2014/8/20	Minia
Desk Top Computer	HP ProDesk 490 G1 Micro Tower PC	EGP	14920.000	2014/8/20	Assiut
Desk Top Computer	HP ProDesk 490 G1 Micro Tower PC	EGP	14920.000	2014/8/20	Assiut
Desk Top Computer	HP ProDesk 490 G1 Micro Tower PC	EGP	14920.000	2014/8/20	Assiut
Desk Top Computer	HP ProDesk 490 G1 Micro Tower PC	EGP	14920.000	2014/8/20	Assiut
Laser jet printer	HP LaserJet Pro M1536dnf	EGP	1950.000	2014/8/20	Minia
Laser jet printer	HP LaserJet Pro M1536dnf	EGP	1950.000	2014/8/20	Minia
Laser jet printer	HP LaserJet Pro M1536dnf	EGP	1950.000	2014/8/20	Minia
Laser jet printer	HP LaserJet Pro M1536dnf	EGP	1950.000	2014/8/20	Assiut
Laser jet printer	HP LaserJet Pro M1536dnf	EGP	1950.000	2014/8/20	Assiut
Laser jet printer	HP LaserJet Pro M1536dnf	EGP	1950.000	2014/8/20	Assiut
Laser jet printer	HP LaserJet Pro M1536dnf	EGP	1950.000	2014/8/20	Assiut
Laser jet printer	HP LaserJet Pro M1536dnf	EGP	1950.000	2014/8/20	Assiut
Copy machine	canon 2535i	EGP	29700.000	2014/7/25	Minia
Copy machine	canon 2535i	EGP	29700.000	2014/7/25	Assiut
Lap-top Computer	HP ProBook 450 G2 (CND5124H83)	EGP	9900.000	2015/12/21	Cairo
Lap-top Computer	HP ProBook 450 G2 (CND5124HQN)	EGP	9900.000	2015/12/21	Cairo
Lap-top Computer	HP ProBook 450 G2 (CND5124H30)	EGP	9900.000	2015/12/21	Cairo
Lap-top Computer	HP ProBook 450 G2 (CND5106H5H)	EGP	9900.000	2015/12/21	Minia
Lap-top Computer	HP ProBook 450 G2 (CND5124HLT)	EGP	9900.000	2015/12/21	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H6K3RJ)	EGP	1700.000	2015/12/14	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H6HK3B)	EGP	1700.000	2015/12/14	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H6JB40)	EGP	1700.000	2015/12/14	Minia
Printer	HP laser jet pro MFP M127fn (CNG8G4SHWC)	EGP	1700.000	2015/12/14	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H4R6J3)	EGP	1700.000	2015/12/14	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H2V93V)	EGP	1700.000	2015/12/14	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H6HK6J)	EGP	1700.000	2015/12/14	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H6J8TC)	EGP	1700.000	2015/12/14	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H6K3L2)	EGP	1650.000	2016/2/8	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H6HJOZ)	EGP	1650.000	2016/2/8	Minia
Printer	HP laser jet pro MFP M127fn (CNB9H6KDS3)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H6JQB1)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H3YL27)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H4R72D)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H4R6KQ)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H6HK3M)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H6JQ72)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H6HG7K)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H6J8J3)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H6K2M6)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H4X9J7)	EGP	1650.000	2016/2/8	Assiut
Printer	HP laser jet pro MFP M127fn (CNB9H4R70F)	EGP	1650.000	2016/2/8	Cairo
Digital Camera	Canon IXY 160 (073061038819)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (073061038765)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (073061038809)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (073061038775)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (063061116580)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (063061116590)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (073061038813)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (073061038808)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (082306002021)	EGP	915.000	2015/11/24	Minia
Digital Camera	Canon IXY 160 (73061038817)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038811)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038821)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038812)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038822)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038818)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038814)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038810)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038820)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038816)	EGP	915.000	2015/11/24	Assiut
Digital Camera	Canon IXY 160 (73061038815)	EGP	915.000	2015/11/24	Assiut

## ANNEX 7 Minutes of Meeting

### From 1<sup>st</sup> JSC Meeting to 9<sup>th</sup> JSC Meeting

(5<sup>th</sup> and 8<sup>th</sup> JSC meetings were held as a presentation of the mid-term review and of the terminal review respectively. These Minutes of Meeting were omitted.)



*MINUTES OF THE MEETING  
ON  
THE FIRST JOINT STEERING COMMITTEE  
FOR  
IMPROVING SMALL-SCALE FARMERS' MARKET-ORIENTED AGRICULTURE  
PROJECT (ISMAP)*

*AGREED UPON BETWEEN  
MINISTRY OF AGRICULTURE AND LAND RECLAMATION  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY*

Cairo, 26<sup>th</sup> August, 2014



---

Eng. Hamdy Mohamed Assi  
Chairman of the Joint Steering Committee  
Head of Agriculture Services and  
Follow-up Sector,  
Ministry of Agriculture and Land  
Reclamation  
The Arab Republic of Egypt



---

Mr. Akihiko HATA  
Chief Advisor of ISMAP  
Japan International Cooperation Agency  
(JICA)

## **Introduction**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Agriculture and Land Reclamation (hereinafter referred to as "MALR") agreed with the contents of Record of Discussion (R/D) for "Improving Small-Scale Farmers' Market-Oriented Agriculture Project (ISAMP)" (hereinafter referred to as "the Project") in December 2013. In accordance with the R/D, JICA dispatched experts to assist the implementation of the Project in May 2014.

The Project Team, which is consisted of the experts and counterparts (hereinafter referred to as "C/P", conducted a series of workshops to understand the contents of the R/D, to introduce to the concept of the Project and to prepare the Work Plan of the first phase. Based on the workshops, the Project Team has prepared "Work Plan" to implement the Project.

### **1. Opening Remarks**

The Joint Steering Committee meeting began with the introduction by the Chairman, Eng. Hamdy, the Head of Agriculture Services and Follow-up Sector. The Chairman expressed the appreciation for the support of the Japanese Government. He hopes that this good cooperation will continue in the future.

Following the Chairman, Mr. Nakasone from JICA Egypt Office gave opening remarks of the Committee. He showed appreciation for the participants to join the 1<sup>st</sup> Joint Steering Committee. He mentioned that improvement of agricultural sector is one of the most prioritized sectors for both JICA and the Government of Egypt. More detail of his remarks is attached to Annex-II.

### **2. Introduction of Attendants**

Each of the attendants made a brief self-introduction.  
(See attached Annex-I Attendant List)

### **3. Presentation for the Project outline and the Work Plan**

Four (4) representatives of the Project Team presented the contents of the Work Plan: 1) background by Mr. Osama, General Coordinator of the Project, 2) outline of the Project by Dr. Maha, Team Leader of the Project Team in Minia, 3) basic approach by Mr. Hata, Chief Advisor, and 4) plan of operation by Mr. Gamal, Team Leader of the Project Team in Assiut. The following discussion clause shows questions and answers from the attendants, and comments made in the Joint Steering Committee.

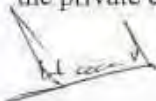
#### **1. Discussion**

1. The Chairman suggested visiting some of the IMAP sites with the Chief Advisor to see what IMAP have done in Minia and Assiut.
2. The Chairman asked whether the Project only focuses on local market and suggested that it would be great progress if the Project can help small-scale farmers reach the level of exportation. The Chief Advisor explained that the Project Team have discussed which level of market small-scale farmers can access and decided to start with connecting small-scale



farmers to local traders in consideration of the capacity of farmers. He further explained that the Project Team will also try to help small-scale farmers connect with exporters as the 2<sup>nd</sup> step depending on the capacity of farmers since the Team has also been aware of importance for small-scale farmers to access the wide range of market including international market.

3. The Chairman questioned the criteria of selecting agriculture cooperatives and farmers for the Project. The leader of the Project Team in Assiut explained some specific criteria, which include nature of agricultural cooperatives; strong and active board members of agricultural cooperatives, dealing with special crops such as onion, the number of extension staff, financial aspects such as budget for last three (3) years of the agriculture cooperative, and farmland size (the land holding size of the farmer should be less than three (3) feddan) for selecting farmers, etc.
4. The Chairman suggested that the Project should include processing activities, so that farmers might be able to increase their income even when prices of their crops are low. The Chief Advisor of the Project clarified that the Project focuses on cultivation and basically does not include processing activities.
5. The Chairman asked how to select the target crops. The Chief Advisor answered that farmers will select crops by themselves according to the market demand. The Project will help small-scale farmers to assess the demand of market by themselves.
6. The Chairman remarked that we have to consider what types of training we can offer to farmers and therefore, Extension Department and Agricultural Research Center should work together to offer better trainings.
7. The chairman of AGROFOOD, an export company, was present by chance and the Chairman of JSC introduced him to JSC. The chairman of AGROFOOD shared his experience with the attendants because his activities seem to be in the same course of ISMAP activities. He explained that he had 25-year experience of self-help organization and as an exporter he understands that it is very difficult for small-scale farmers to export their crops due to some specific standard for exportation, which most of small-scale farmers do not understand.
8. The chairman of AGROFOOD also shared his experience of working with agricultural cooperatives. He told that this experience was rather negative for him because agricultural cooperatives were too conservative to do something new, i.e. their law and staff had not changed for a long time and even the same board members sometimes stayed for a long period. He then explained that this was why he contacted farmers directly instead of working through agricultural cooperatives and talked to farmers about how important working together is.
9. The chairman of AGROFOOD emphasized the point that the most important thing is to change farmers' mind to seek more profit with adding more value on the current produce and the Project should make them interested in working together. He further explained that although his project has stopped due to the change of law, he hopes that new law will let the private companies do joint venture with small-scale farmers. He also recommended that



the Project should involve private sector to facilitate export.

10. The Head of Agricultural Quarantine Section under the Agriculture Services and Follow-up Sector was also invited by the Chairman to contribute to the meeting. He mentioned that it is important to make a communication between small-scale farmers and traders because small-scale farmers do not know about inspection for export, standard of international market, and the demand of market but only exporters know these. He suggested that in this sense large scale farmers who make contract with exporters will enable small-scale farmers to link with exporters.
11. The Head of Agricultural Quarantine Section also referred to the law which does not allow farmers who have less than 50 feddan to export. He explained that the Project under AGROFOOD organized many small-scale farmers to make one unit which has more than 50 feddan and contracted with traders to export. He further explained that the traders guarantee price for farmers because farmers always concern about the price and the traders decide the price before the cultivation and contract with farmers, and if international market price is higher than the pre-determined price, the traders will pay more. He added that the experience of AGROFOOD may help ISMAP because AGROFOOD has implemented similar activities as ISMAP would do. The Chief Advisor appreciated sharing the story about AGROFOOD Company and mentioned that the Project Team should continue to communicate with them to share the information.
12. The Head of Central Administration for Agriculture Cooperation commented that selected agricultural cooperatives might be able to support farmers to do contract farming in the future, particularly where there are specialty crops such as onion in Assiut. He suggested that the Project Team consider activities for facilitating contract farming.
13. The General Director of Agriculture Cooperative in Minia Governorate mentioned about selection for village cooperatives that there are hundreds of village cooperatives within one Governorate, so it will take time to explain the Project to all the village cooperatives.
14. The Chairman remarked that village cooperatives can play a role of Project expansion. Particularly, extension staff will be able to extend the Project activities to other agricultural cooperatives. The Project cannot work without extension staff. They are transferring technology and agricultural skills.
15. The Work Plan was accepted by JSC after the discussion.

End





## Annex-I

### Attendants List

#### Ministry of Agriculture and Land Reclamation (MALR)

Mr. Hamdy Mohamed Assi	Head of Agriculture Services and Follow-up Sector (Chairman)
Mr. Mohamed Mohamed Abd Allah	Head of Central Administration for Agriculture Cooperation
Mr. Mohamed Refaat	Head of Central Administration for Agriculture Quarantine
Mr. Hamdy Mahmoud	Head of Central Administration for Agriculture Extension
Ms. Marwa Mohamed Foda	Project Officer, CA for Foreign Agriculture Relations
Mr. Osama Saad El Lasy	General Coordinator, CA for Agriculture Cooperation
Ms. Ranya Fawzi Hanfy	Agriculture Services and Follow-up Sector
Ms. Nagwa Hafzy	Agriculture Services and follow-up Sector
Ms. Dalia Abd El Hameed	Agriculture Services and follow-up Sector
Mr. Mostafa Roshdy Fahem	Undersecretary, Assuit Agriculture Directorate
Mr. Hamdy Mohamed Khalel	General Director of Agriculture Extension Department, Assuit Agriculture Directorate
Mr. Gamal Samuel	General Director of Horticulture Department in Assiut Agriculture Directorate
Mr. Hamdy Abd El baset	General Director of Agriculture Cooperative Department in Minia Agriculture Directorate
Dr. Maha Abd El Azem	Head of Orientation and Organization, Agriculture Cooperative Department in Minia Agriculture Directorate

#### Embassy of Japan

Mr. Kawamoto Yosuke First Secretary

#### JICA Egypt Office

Mr. Shiro Nakasone Senior Representative  
Mr. Amr Saleh Senior Project Officer

#### JICA Study Team

Mr. Akihiko Hata Chief Advisor/ Agricultural Marketing  
Ms. Makiko Yamamoto Gender/ Rural Society  
Mr. Kota Hirayama Farmers' Organization/ Training Management/ Coordinator  
Mr. Mena Maged Eskander ISMAP Interpreter, Assistant  
Mr. Emad Ragy Hakeem ISMAP Interpreter, Assistant

#### Private Sector (Guest speaker)

Mr. Salah Hegazy Chairman, AGROFOOD



(10/10)

## Annex-II

### Opening Remarks by JICA Senior Representative

Distinguished Guest  
Ladies and Gentlemen

On behalf of JICA, it is my pleasure to deliver a few words on this occasion. First, let me express sincere gratitude to all the participants who are attending the 1st Joint Steering Committee for the Improving Small-Scale Farmers' Market-Oriented Agriculture Project (ISMAP).

As you may know, Egypt is JICA's largest partner among middle-east countries, and historically speaking, agriculture sector has been always one of the most prioritized sector for JICA's assistance to Egypt.

Based on the result of IMAP, ISMAP was strategically formulated and I am very pleased to see that the project is finally in place. It is our honor that JICA assigned the team of Sanyu Consultants headed by Mr. Hata, with the richest experience among the Japanese consultants in this sector, needless to say in Egypt.

According to our past experiences, the successful project, without exception, is always found to have "sustainability" even after the project completion.

Then what is the precondition to make it happen? That is the "ownership" of each stakeholders, in other words, each stakeholder needs to meet their expected role and function.

This project will mainly focus and work in the Upper Egypt region, and daily working partners will be the local governorate officers, cooperatives and small scale farmers. However, in order to encourage the consolidation and extension of the project outputs, the strong commitment by the central government is essential particularly in allocation of necessary budget and institutional system building.

I hope that this first JSC will be the opportunity where each stakeholder will reconfirm their role and function towards the successful goal of this project, and if there is any obstacles expected, this is the place to discuss and find solutions.

This project is planned as 5 years one, which seems long ahead, however, time will fly like an arrow. I hope that each moment of this project shall be meaningful and best utilized.

Through the first two seminars, we are encouraged by the high motivation and dedication of the counterparts, and also by the leadership of the Ministry of Agriculture. It is a great honor and pleasure for JICA and our experts to work together with you for the better future of the small-scale farmers in Upper Egypt.

I would like to conclude my remark, again, by expressing gratitude the government officials for their dedication for the commencement of this project.


Thank you all for your attention.



**MINUTES OF THE MEETING  
ON  
THE SECOND JOINT STEERING COMMITTEE  
FOR  
IMPROVING SMALL-SCALE FARMERS' MARKET-ORIENTED AGRICULTURE  
PROJECT (ISMAP)**

**AGREED UPON BETWEEN  
MINISTRY OF AGRICULTURE AND LAND RECLAMATION  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY**

Cairo, 11<sup>th</sup> June, 2015



---

Eng. Khaled Abd El Rady Menofy  
Chairman of the Joint Steering Committee  
Head of Agriculture Services and  
Follow-up Sector,  
Ministry of Agriculture and Land  
Reclamation  
The Arab Republic of Egypt



---

Mr. Akihiko HATA  
Chief Advisor of ISMAP  
Japan International Cooperation Agency  
(JICA)

## **Introduction**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Agriculture and Land Reclamation (hereinafter referred to as "MALR") agreed with the contents of Record of Discussion (R/D) for "Improving Small-Scale Farmers' Market-Oriented Agriculture Project (ISAMP)" (hereinafter referred to as "the Project") in December 2013. In accordance with the R/D, JICA dispatched experts to assist the implementation of the Project in May 2014.

The Project Team, which is consisted of the experts and counterparts (hereinafter referred to as "C/P", has implemented the project activities of the Phase 1 from May 2014 and it has come to an end. Upon moving to the Phase 2, the Project Team took this opportunity of presenting the progress of the Project to the Joint steering Committee.

### **1. Opening Remarks**

The Joint Steering Committee meeting began with the introduction by the Chairman, Eng. Khaled Abd El Rady Menofy, the Head of Agriculture Services and Follow-up Sector. The Chairman expressed the appreciation for the support of the Japanese Government. He particularly mentioned the importance of enhancing capacity of village agricultural cooperatives and improving the structure of cooperatives through the project activities.

Following the Chairman, Ms. Mizoe, the representative of JICA Egypt Office gave opening remarks to the Committee. She expressed appreciation for continuous efforts on the implementation of ISMAP Project. She mentioned that this 2<sup>nd</sup> JSC is a great opportunity to share the progress with all the stakeholders and review the extension flow. She hoped that the project activities will be improved through lessons during the first batch.

### **2. Introduction of Attendants**

Each of the attendants made a brief self-introduction.  
(See attached Annex-I Attendant List)

### **3. Presentation for the Project outline and the Work Plan**

Four (4) representatives of the Project Team presented the progress, issues and schedule of the Project. The following discussion clause shows questions and answers from the attendants, and comments made. The Project Team also presented the Extension Flow Implementation Manual.

#### **1. Discussions**

1. The Chairman commented on the selection of the target districts. He pointed out that the target districts in Minia and Assiut are close. It seems to be one area. He suggested that the Project Team should consider the location of the target districts to disseminate the project activities to all the area of the governorates.

Mr. Mohamed Mohamed Abd Allah answered that the Project will cover all the districts in both Minia and Assiut Governorates.

2. The Chairman also questioned that how to measure the success of the Project, i.e. SHEP is an idea of approach and therefore the adoption rate of SHEP approach should be considered as an indicator.

Mr. Hata, the Chief Advisor of ISMAP replied that the indicator has been incorporated as the indicator for the Output-4 of the Project, which is to disseminate the extension approach to the other villages in the Districts.

3. The Chairman also pointed out the importance of indicators for value-addition. He also emphasized that the importance of providing agricultural skills and techniques including post-harvest to the farmers.

The Chief Advisor replied that we will identify the market needs first and necessary trainings including post-harvest will be considered according to the needs of the market.

The Chairman also commented on the market survey that we already know some market information. Thus, he mentioned that packaging is now important because farmers could reduce post-harvest loss. It is also important from the view point of food safety.

The Chief Advisor of the Project commented that farmers do package themselves in Japan, while, traders or middleman do package in Egypt.

The Chairman also stressed the importance of packaging by farmers themselves. There is a project introducing package to farmers in Luxor Governorate. Even 6 years after the Project, farmers are still packaging themselves, and they continue activities. He recommended that ISMAP Project should visit this project.

4. The Chairman also stressed the point of marketing. He mentioned that enhancing farmers' capacity of marketing is important. He gave the idea of database for marketing. Marketing information should be provided to the farmers through the database. This database will be included all the information about marketing such as price, consumers, and producers.

The Chief Advisor answered that the Team is accumulating the market information in the course of the project activities, e.g. list of the agribusiness companies. The Team will keep collecting information to establish database.

The Chairman responded that database is not only about traders, but also it should be included information about crops, farmers, and consumers.

5. The Chairman also pointed out that we need to analyze why all the target farmers did not consistently participated.
6. The Chairman commented that our target farmers should cultivate the same crops so that the farmers could be organized as one group. We could enhance farmers' capacity of marketing through organizing farmers' group. He also pointed out that marketing means not only selling, but also it includes buying. He emphasized that we should gather farmers to organize a group and enhance their capacity through collective selling. To establish this model, structure of village cooperatives should be improved. The Project should consider providing computers to village cooperatives to make a database so that village cooperatives

Kh

MK

can connect farmers with market. It is important to teach how to use computers and how to access to market information. This is also important for sustainability.

7. The Chairman also mentioned that when he saw pictures from IMAP project, there were still traditional ways. There was no value-addition. He referred to the project in Lxuor; it was the project coordinated by UNIDO and enhancing capacity of smallholders to do value addition.
8. The head of the Central Administration for Agriculture Extension asked the lessons from training in Japan.

Mr .Gamal, one of the participants of the training in Japan, responded that he was impressed by agricultural cooperatives in Japan. They have many activities such as selling production, storing all kinds of fertilizer in warehouse. They also have the facility for food safety. Mr. Gamal pointed out that some of the things could be done even in Egypt. For example, village cooperatives could be selling agricultural produce instead of farmers in Egypt.

9. Mr. Mohamed Mohamed Abd Allah commented on the training in Japan as one of the participants that 80% of the ISMAP project activities are based on extension work, however, it is not the same situation in Japan. There is not strong extension system in Japan. Some Japanese farmers have more experienced than extension engineers. Also, he referred to marketing in Japan. Each crop has its own farmers' group in Japan. They also do contract farming. He also shared his experience in Japan; there was a small morning market to link between restaurants and small-scale farmers. He mentioned that this kind of small market is important because farmers can deal with only small amount and avoid middleman. It is a good idea to increase competitiveness among farmers.
10. Ms. Marwa from Agricultural Foreign Relations showed her appreciation for the participants of the JSC meeting and commented that linkage between farmers and markets is one of the main objectives of the Agricultural Executive Plan 2014 to 2018 under SADS 2030. She also mentioned that participation of Egyptian C/P is important to discuss many problems and Egyptian side should also consider how to participate actively in the project taking into consideration the current agricultural situation in Egypt.. Sustainability of the Project is also important. Conducting training to extension engineers is important for farmers. We have many struggles during the project implementation, but we hope that we have solutions in short period to achieve our goal. She also remarked that the Project should be implemented with budget from both Egyptian and Japanese sides.
11. Ms. Marwa also mentioned that there might be some delay receiving the needed budget and we are waiting for a notice from the Ministry of Planning in this concern. This is also important for sustainability because financial incentives may increase motivation of extension engineers and farmers.
12. Undersecretary in Minia shared his idea about small shops in village cooperatives. He would like to establish shops at village cooperatives so that farmers could bring their own products to their cooperatives. There are already small markets in District offices, however, he would like to establish shops at village level.

The Chairman closed the meeting with expressing appreciation for the Japanese side as well as

kh

2012

Egyptian side.

End

Kh

7/20

## Annex-I

### Attendants List

#### **Ministry of Agriculture and Land Reclamation (MALR)**

Mr. Khaled Abd El Rady Menofy	Head of Agriculture Services and Follow-up Sector (Chairman)
Mr. Mohamed Mohamed Abd Allah	Head of Central Administration for Agriculture Cooperation
Dr. Saad Moussa	Head of Central Administration for Plant Quarantine
Mr. Mohamed Soliman	Director of Field Crops Research Institute, Agriculture Research Center
Mr. Mohamd Sobhey Kamal	Head of Agriculture Extension Sector
Dr. Baker Ahmad	Head of Central Administration for Agriculture Extension
Ms. Marwa Mohamed Foda	Project Officer, CA for Foreign Agriculture Relations
Mr. Osama Saad El Lasy	General Coordinator, CA for Agriculture Cooperation
Mr. Gamal El Sayed Sobeh	Manager of Technical Office, CA for Agriculture Cooperation
Mr. Waleed Mohamed Ahmed	Technical Office, CA for Agriculture Cooperation
Ms Amal Mohamed Abudalla	Technical Office, CA for Agriculture Cooperation
Mr. Kamel Mohamed	Undersecretary, Minia Agriculture Directorate
Dr. Maha Abd El Azem	Head of Orientation and Organization, Agriculture Cooperative Department in Minia Agriculture Directorate
Mr. Gamal Samuel	General Director of Horticulture Department in Assiut Agriculture Directorate
Mr. Mostafa Kamal	Head of Projects Department of Agriculture Cooperation, Assiut Agriculture Directorate

#### **Embassy of Japan**

Mr. Yosuke Kawamoto First Secretary

#### **JICA Egypt Office**

Ms. Keiko Mizoe Representative

#### **JICA Study Team**

Mr. Akihiko Hata Chief Advisor/ Agricultural Marketing  
Mr. Kota Hirayama Farmers' Organization/ Training Management/ Coordinator  
Mr. Mena Maged Eskander ISMAP Interpreter, Assistant  
Mr. Emad Ragy Hakeem ISMAP Interpreter, Assistant

nk

nk



*MINUTES OF THE MEETING  
ON  
THE THIRD JOINT STEERING COMMITTEE  
FOR  
IMPROVING SMALL-SCALE FARMERS' MARKET-ORIENTED AGRICULTURE  
PROJECT (ISMAP)*


*AGREED UPON BETWEEN  
MINISTRY OF AGRICULTURE AND LAND RECLAMATION  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY*

Cairo, 28<sup>th</sup> January, 2016

---

Eng. Khaled Abd El-Rady Monufy  
Chairman of the Joint Steering Committee  
Head of Agriculture Services and  
Follow-up Sector,  
Ministry of Agriculture and Land  
Reclamation  
The Arab Republic of Egypt

Kh



---

Mr. Akihiko HATA  
Chief Advisor of ISMAP  
Japan International Cooperation Agency  
(JICA)

## **Introduction**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Agriculture and Land Reclamation (hereinafter referred to as "MALR") agreed with the contents of Record of Discussion (R/D) for "Improving Small-Scale Farmers' Market-Oriented Agriculture Project (ISAMP)" (hereinafter referred to as "the Project") in December 2013. In accordance with the R/D, JICA dispatched experts to assist the implementation of the Project in May 2014.

The Project Team, which is consisted of the experts and counterparts (hereinafter referred to as "C/P", has been implementing the project activities of the Phase 2 since July 2015 and the first 6 months has passed. The Project Team took this opportunity to present the progress of the Project to the Joint Steering Committee.

### **1. Opening Remarks**

The Joint Steering Committee meeting began with the introduction by the Chairman, Eng. Khaled Abd El-Rady Monufy, the Head of Agriculture Services and Follow-up Sector / the Project Director. The Chairman expressed the appreciation for the support of the Japanese Government. He particularly mentioned the importance of capacity building of village agricultural cooperatives and improving the structure of cooperatives through the project activities. He also mentioned the importance of post-harvesting such as agro-processing and a need to introduce some equipment for it to be one of an alternative approach to increase the income of small-scale farmers. Following the Chairman, Mr. Nakasone, the senior representative of JICA Egypt Office gave opening remarks to the Committee. He expressed that this meeting became a good opportunity to share the progress of the project as middle term. He also mentioned the project needs to continue the follow-up activities and monitor activities for sustainability of the project and also added the importance of budget disbursement from MALR for the efficient implementation.

### **2. Introduction of Attendants**

As shown in the attendants list.

### **3. Presentation for the Project outline**

Dr. Maha Abd El Azem, Head of Orientation and Organization, Agriculture Cooperative Department in Minia Agriculture Directorate, presented the current activities with using power point. Then Mr. Hata, JICA Chief Advisor, presented the major issues and ideas for improvement, namely issues on consistency of farmers' participation and follow-up of the 1<sup>st</sup> cycle villages.

### **4. Discussions**

1. In terms of farmer's contract farming with the company in agriculture field, Dr. Dina, the Supervisor of Central Administration for Foreign Agriculture Relations advised that it is better to make farmers understand the condition of the contract in the earlier stage. Otherwise they cannot sell their produce as much as they expect. The Chairman additionally mentioned that all the terms and conditions should be explained to the farmers

Kh

clearly, for example, color, size. Moreover, the Project Team should monitor the cultivation in order to follow the farmers. Mr. Mohamed Abd Allah, the Project Manger, explained that it is important for farmers to sign a written contract with the companies.

2. Regarding the problem of consistency of farmer's participation, Dr. Dina advised that C/P should work together well with JICA experts in order to solve this problem. C/P should survey what is the problem regarding the low consistency of participation. If the program does not attract farmers, we need to modify the activities.
3. As for the improvement of the project, the Chairman advised four points to be considered; The 1st is about reducing the post-harvest loss, 2<sup>nd</sup> is to increase the quality of agricultural products, the third is to improve the consistency of participation and the 4<sup>th</sup> is adding value to the agriculture products.
4. The Chairman also mentioned that the Project should offer modern agriculture machines with high technology to the cooperatives in order to provide the opportunity for the extension engineers and the target farmers to apply the newest agriculture techniques
5. The Chairman added that Minia is famous for milk production, so a processing unit should be considered by the Project to support rural women.
6. Ms. Mizoe, the senior representative of JICA, asked if the PDM-1 had been signed by the Chairman. The Chairman answered it had been signed.
7. In terms of achievement in the first cycle, there is no significant number that shows the increase of income. Dr. Dina said it is better to survey the reason why. She advised to survey it through the follow-up activities.
8. Ms. Mizoe inquired about the budget allocation of the Ministry to the Project. The Chairman answered that the budget to cover the travel cost for officers had been arranged and he had already provided one car each for Minia and Assuit.

The Chairman closed the meeting with expressing appreciation for the Japanese side as well as Egyptian side.

End

Kh

HA

## Annex-I

### Attendants List

#### Ministry of Agriculture and Land Reclamation (MALR)

Mr. Khaled Abd El-Rady Monufy	Head of Agriculture Services and Follow-up Sector (Chairman)
Dr. (Ms.) Dina El Kheshen	Supervisor of Central Administration for Foreign Agriculture Relations
Mr. Mohamed Mohamed Abd Allah	Head of Central Administration for Agriculture Cooperation
Mr. Kamel Mohamed Shaheen	Undersecretary, Minia Agriculture Directorate
Ms. Marwa Mohamed Foda	Project Officer, CA for Foreign Agriculture Relations
Dr. Maha Abd El Azem	Head of Orientation and Organization, Agriculture Cooperative Department in Minia Agriculture Directorate Directorate
Mr. Osama Saad El Lasy	General Coordinator, CA for Agriculture Cooperation
Mr. Gamal El Sayed Sobeh	Manger of Technical Office, CA for Agriculture Cooperation
Mr. Waleed Mohamed Ahmed	CA for Agriculture Cooperation
Ms. Amal Mohamed Abudalla	Technical Office, CA for Agriculture Cooperation
Mr. Fayez Saad El Deen	CA for Agriculture Cooperation

#### Embassy of Japan

Mr. Yosuke Kawamoto	First Secretary
---------------------	-----------------

#### JICA Egypt Office

Mr. Shiro Nakasone	Senior Representative
Ms. Keiko Mizoe	Senior Representative
Ms. Alshaimaa Naguib	Program Officer

#### JICA Expert Team

Mr. Akihiko Hata	Chief Advisor/ Agricultural Marketing
Ms. Makiko Yamamoto	Rural Sociology / Gender
Mr. Emad Ragy Hakeem	ISMAP Interpreter, Assistant
Mr. Mena Maged Eskander	ISMAP Interpreter, Assistant

Kh

127

**MINUTES OF THE MEETING  
ON  
THEFOURTH JOINT STEERING COMMITTEE  
FOR  
IMPROVING SMALL-SCALE FARMERS' MARKET-ORIENTED AGRICULTURE  
PROJECT (ISMAP)**

**AGREED UPON BETWEEN  
MINISTRY OF AGRICULTURE AND LAND RECLAMATION  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY**

Cairo, 26<sup>th</sup> June, 2016



Dr. Ahmed Abou El-yazied  
Chairman of the Joint Steering Committee  
Head of Agriculture Services and  
Follow-up Sector,  
Ministry of Agriculture and Land  
Reclamation  
The Arab Republic of Egypt



Mr. Akihiko HATA  
Chief Advisor of ISMAP  
Japan International Cooperation Agency  
(JICA)

## **Introduction**

Japan International Cooperation Agency (hereinafter referred to as “JICA”) and the Ministry of Agriculture and Land Reclamation (hereinafter referred to as “MALR”) agreed with the contents of Record of Discussion (R/D) for “Improving Small-Scale Farmers’ Market-Oriented Agriculture Project (ISAMP)” (hereinafter referred to as “the Project”) in December 2013. In accordance with the R/D, JICA dispatched experts to assist the implementation of the Project in May 2014.

The Project Team, which is consisted of the experts and counterparts (hereinafter referred to as “C/P”), has been implementing the project activities of the Phase 2 since July 2015 and the first one year has passed. The Project Team took this opportunity to present the progress of the Project to the Joint Steering Committee.

### **1. Opening Remarks**

Dr. Dina El Khishin, the supervisor of Central Administration of Foreign Agricultural Relations took the chair on this Joint Steering Committee meeting and the chairperson introduced to the participants the significance of the meeting and appreciated them to gather on this occasion.

Following the chairperson, Mr. Yamazaki, the representative of JICA Egypt Office gave opening remarks to the Committee. He expressed his appreciation for the continuous efforts and cooperation of the officers of MALR. He also mentioned that he expected the Egyptian counterparts to extend the project activities to other villages in order to maximize the benefits and returns of the project. He referred to the MALR staff, officers of governorates and districts, extension engineers and Agricultural Research Center as key players to disseminate the successful implementation of our fruitful cooperation in the future.

### **2. Introduction of Attendants**

As shown in the attendants list.

### **3. Presentation for the Project outline and progress**

Mr. Hata, the Chief Advisor of the Project presented the progress of the Project on behalf of the Project Team. Since there have been new sector heads of Agriculture Services and Follow-up Sector, Agriculture Extension Sector and Minia Agriculture Directorate, the presentation included the outline of the Project and activities from the first year to ensure common understanding on the Project. The following issues were presented as well as the progress and measures for these issues were confirmed with no objection:

- (1) Consistency of participation: the Team will apply the improved extension flow, which includes the formation of marketing committee with active farmers in the target village.
- (2) Gender mainstreaming (Income generating activity of women): the approach should be improved based on the lessons learned from the 2<sup>nd</sup> cycle activity.
- (3) Evaluation of 1<sup>st</sup> cycle villages: it was confirmed that the JICA experts will hire specialized experts to carry out the evaluation survey.



- (4) Project budget by MALR: although the budget has been approved for the next fiscal year (July 2016 to June 2017), it needs to follow-up for on time disbursement.
- (5) PDM revision: the Team has been requesting the district agriculture offices of the 2<sup>nd</sup> cycle to set the target income increase of the target small-scale farmers. When the target for the 2<sup>nd</sup> cycle is finalized, the Team will reflect the target into the indicator of PDM and present to JSC.

#### **4. Discussions**

1. Mr. Mohamed Mohamed Abd Allah, the head of Central Administration for Agriculture Cooperation (CAAC) and the Project Manager of ISMAP, mentioned that there was no special budget for the Project in the 1<sup>st</sup> and 2<sup>nd</sup> cycle; yet, the project activities were implemented very well. The chief advisor of the project responded to him that our counterparts made great efforts during the 1<sup>st</sup> and 2<sup>nd</sup> cycle, and if the Ministry has the budget for the project, the Project Team can implement the activities more effectively.
2. The chairperson commented that the number of the project targets seemed to be still limited, especially the number of the target women is small. She wondered that these target numbers are enough to disseminate the project activities to others. The chief advisor explained that the Project Team has established 3 to 6 models for women activities at each village though the budget of the Project is limited. In terms of expansion of these models to other women, The Chief Advisor mentioned that the Project Team needs to further discuss how to improve the project approach and how to maximize the impact of the project activities.
3. The Project Manager commented that there was no strong involvement of village agricultural cooperatives and extension officers to expand the project activities in the 1<sup>st</sup> and 2<sup>nd</sup> cycle. He suggested that the project should assign district extension officers, especially young officers, to supervise and monitor the project activities in the 3<sup>rd</sup> cycle. Mr. Gamal Samuel, the Team Leader of the Team in Assiut replied that the Team has already assigned 1 to 2 members from the extension and horticulture section at district and village levels and they are working together. He also mentioned that young generation of the officers is only allocated at the governorate level, not the district level. The Chief Advisor supported the comment of the Team Leader of Assiut and added the necessity of further strengthening the role of the officers at district and village levels.
4. The Project Manager also suggested that the project should assign district extension officers to follow-up the project activities and they should be allowed to attend the project activities not only in their own district, but also in all the target districts so that they can expand the project activities effectively. The Team Leader of Assiut pointed out that the Ministry needs to pay their transportation cost. He also commented that the Team invited the extension officers in the 1<sup>st</sup> cycle to the business dialogue in the 2<sup>nd</sup> cycle. The Team is trying to do such arrangement to maximize the project impact.
5. Dr. Abd El Aleem Ahmed, the head of Central Administration for Agricultural Extension (CAAE), mentioned that the Ministry does not have enough number of extension officers at district and village levels. He recommended that the project should involve active farmers (leader farmers) to



work with the extension engineers in the project activities. These farmers help the project to implement the activities. The Team Leader of Assiut explained that the project team is doing the same approach. When the project selects the target farmers, we instruct the agricultural cooperatives to select active and famous farmers. The Chief Advisor also added that the project will try to form the marketing committee with active farmers in the 3<sup>rd</sup> cycle.

6. Mr. Yamazaki, the Representative of JICA Egypt Office commented that the involvement of active farmers is important since the number of extension officers is limited. He also pointed out that extension officers might not be well motivated to participate in the project because there is no incentive for them even if they work hard. He questioned that what kind of incentive would motivate them. The Project Manager answered that patriotism could be motivation for them. He also added that even the Ministry gets the budget for the Project, there will be no incentive (additional salary) for extension officers.
7. The Project Manager mentioned that the business dialogues in the 1<sup>st</sup> cycle were fruitful and there was the result in Minia. By contrast, there were no results of the business dialogues in the 2<sup>nd</sup> cycle. He asked why there were no results in the 2<sup>nd</sup> cycle. He also pointed out that the arrangement of the business dialogues in the 1<sup>st</sup> cycle seemed better than the arrangement of the 2<sup>nd</sup> cycle. The Chief Advisor responded that there was a result in the 2<sup>nd</sup> cycle, i.e. the target farmers in Tetalia village in Assiut sold their soybean to a trader who attended the business dialogue in the 2<sup>nd</sup> cycle. He also explained that the arrangement of the business dialogues in 2<sup>nd</sup> cycle was actually better than that of 1<sup>st</sup> cycle as the Team has learned how to operate the business dialogues from the 1<sup>st</sup> cycle, but the fact is that getting contract farming is still very difficult for small-scale farmers. He added that the Team will try to improve more in implementation in the 3<sup>rd</sup> cycle.
8. Mr. Mohamed Adam, the Program Officer from JICA Egypt Officer also asked how the Ministry can implement the activities after the project without the incentives for extension officers. The Project Manager responded that we do not need incentives because the work is their mandatory.
9. The Project Manager also mentioned that some processing units were established during IMAP, but they stopped working after the project. He guessed that there would be no market to sell when farmers produced the same products. He further mentioned that women's activities in the Project include rabbit and pigeon raising and poultry and if the number of these small animals increases after the project, there would be no market to sell. He remarked that planning is the most important, and knowing the market and choosing the activity based on the market needs. It is good to help the target women to realize self-sufficiency. The Chief Advisor provided another view that during IMAP there was a primary issue, namely agricultural cooperatives did not have business mind and the importance of cultivating business mind was a lesson from IMAP.
10. Mr. Ahmed Yousef, Undersecretary of Minia, recommended that the Project should include aquaculture in the 3<sup>rd</sup> cycle. The Chief Advisor explained that we will do the market survey first and then we will decide what to do basing on the needs of market.
11. The head of CAAE asked a question if the Project establishes a tomato factory. The Chief Advisor replied that the Project cannot do it, but if agricultural cooperatives borrow the money from the SFD, they will be able to establish the factory themselves. The Project can give advice to them.





12. The Representative of JICA Egypt Office commented that discussing new ideas is very important. For example, some women groups in the 2<sup>nd</sup> cycle cultivate mushroom in spite of no diet of them in this region, it's interesting. He asked who introduced such kind of new idea to the Project. The Team Leader of Assiut answered that one of traders introduced market needs of mushrooms to women during the business dialogues.
13. The Representative of JICA Egypt Office informed that a mission from JICA HQ will visit Egypt for an intermediary evaluation of the Project next January 2017. The Chief Advisor added that the 5<sup>th</sup> JSC meeting will be in January 2017 and the meeting can be incorporated into the schedule of the mission.

End



## **Annex-I**

### **Attendants List**

#### **Ministry of Agriculture and Land Reclamation (MALR)**

Dr. Ahmed Abou El-yazied	Head of Agriculture Services and Follow-up Sector (Chairman)
Dr. (Ms.) Dina Azceez El Kheshen	Supervisor of Central Administration for Foreign Agriculture Relations
Mr. Mohamed Mohamed Abd Allah	Head of Central Administration for Agriculture Cooperation
Dr. Abd El Aleem Ahmed	Head of Central Administration for Agriculture Extension
Mr. Ahmed Yousef	Undersecretary, Minia Agriculture Directorate
Ms. Marwa Mohamed Foda	Project Officer, CA for Foreign Agriculture Relations
Mr. Gamal Samuel Habib	Head of Horticulture Department, Assuit Agriculture Directorate
Dr. Maha Abd El Azem	Head of Orientation and Organization, Agriculture Cooperative Department in Minia Agriculture Directorate
Mr. Osama Saad El Lasy	General Coordinator, CA for Agriculture Cooperation
Mr. Gamal El Sayed Sobeh	Manger of Technical Office, CA for Agriculture Cooperation
Mr. Waleed Mohamed Ahmed	CA for Agriculture Cooperation
Ms. Amal Mohamed Abudalla	Technical Office, CA for Agriculture Cooperation
Ms. Amal Esmat	CA for Agriculture Cooperation
Mr. Gamal Samuel Habib	Head of Horticulture Department – Assuit Agriculture Directorate
Dr. Maha Abd El Azem	Head of Orientation and Organization, Agriculture Cooperative Department in Minia Agriculture Directorate

#### **Embassy of Japan**

Mr. Yosuke Kawamoto First Secretary

#### **JICA Egypt Office**

Mr. Hajime Yamazaki Representative  
Mr. Mohamed Adam Program Officer

#### **JICA Expert Team**

Mr. Akihiko Hata Chief Advisor/ Agricultural Marketing  
Mr. Kota Hirayama Farmers' organization/ Training Plan/ Project Coordinator  
Mr. Emad Ragy Hakeem ISMAP Assistant  
Mr. Mena Maged Eskander ISMAP Assistant



*MINUTES OF THE MEETING  
ON  
THE SIXTH JOINT STEERING COMMITTEE  
FOR  
IMPROVING SMALL-SCALE FARMERS' MARKET-ORIENTED AGRICULTURE PROJECT  
(ISMAP)*

*AGREED UPON BETWEEN  
MINISTRY OF AGRICULTURE AND LAND RECLAMATION  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY*

Cairo, 19<sup>th</sup> July, 2017

*EL-shenawy*

Dr. Abbas El Shenawy  
Chairman of the Joint Steering Committee  
Head of Agriculture Services and  
Follow-up Sector,  
Ministry of Agriculture and Land Reclamation  
The Arab Republic of Egypt

*Akihiko Hata*

Mr. Akihiko HATA  
Chief Advisor of ISMAP  
Japan International Cooperation Agency  
(JICA)

## **Introduction**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Agriculture and Land Reclamation (hereinafter referred to as "MALR") agreed with the contents of Record of Discussion (R/D) for "Improving Small-Scale Farmers' Market-Oriented Agriculture Project (ISAMP)" (hereinafter referred to as "the Project") in December 2013. In accordance with the R/D, JICA dispatched experts to assist the implementation of the Project in May 2014.

The Project Team, which is consisted of the experts and counterparts (hereinafter referred to as "C/P"), has been implementing the project activities of the Phase 2 since July 2015. A mid-term review of the Project was carried out from 7<sup>th</sup> January 2017 to 26<sup>th</sup> January 2017 and upon the recommendations from the mid-term review mission, the Project Team has modified the activities. The Project Team took this opportunity to present the progress of the Project to the Joint Steering Committee.

### **1. Opening Remarks**

The chairperson, Dr. Abbas El Shenawy, the Head of Agricultural Services and Follow-up Sector, introduced to the participants the significance of the meeting and appreciated them for their attendance on this occasion. The chairperson also showed his appreciation for JICA to provide an additional support for the part of project budget until October 2017, which was supposed to be borne by the Ministry of Agriculture and Land Reclamation, taking into consideration the current financial difficulties of the Egyptian government.

Following the chairperson, Mr. Iwasaki, the senior representative of JICA Egypt Office, gave opening remarks to the Committee. He expressed his pleasure for joining this meeting.

### **2. Introduction of Attendants**

As shown in the attendants list (Annex-1).

### **3. Presentation for the progress of the Project activities**

Dr. Maha, the head of the Agriculture Cooperative Department in Minia, and Ms. Zanab, Extension Engineer of the Horticultural Department in Assiut, presented the progress of the field activities in Minia and Assiut governorates respectively. They explained about the current status of the 3<sup>rd</sup> cycle activity and orientation of the 4<sup>th</sup> cycle activity.

Following them, Mr. Hata, the Chief Advisor of the Project presented the Mid-term Review recommendations and the progress of their reflection into the project activity. In addition, he introduced some success stories as correspondences of the recommendations. Then he also explained about the updated PDM (PDM-2), which was agreed on May 30, 2017 as the result of reflecting the recommendations from the mid-term review mission. He explained the major change from PDM1 to PDM2, such as change of descriptions, addition of indicators for project purpose, and cancelation of activities for Output-4, etc. PDM-2 is attached as Annex-2.

After explaining PDM-2, the Chief Advisor further explained the change of target increase of farm income in overall goal and project purpose in order to reflect target farm income increase of all the target villages, since the previous target was only reflecting the target of the 1<sup>st</sup> cycle villages. The update of the

EL

1

2017

indicators was approved at this meeting. PDM-3 reflecting the updated indicators together with the Plan of Operation to reflect the updated PDM (PO-1) are attached as Annexes-3 and 4.

#### 4. Discussions

1. The chairperson mentioned to avoid using the words of "Trial farm" because it has a special specification. Then he advised that we could call it "Model farm".
2. Mr. Mohamed Adam, the Program officer of JICA Egypt Office, commented about the result of potato demo-farm in Sahel Selem village, which showed low return. Ms. Zanab explained the reason as the potato farm had been damaged by frost and the demo-farmer did not follow the advice of the extension engineer well. She, however, added that the famers and the extension engineers understood the reason of low return and there would be no negative impacts.
3. Dr. Youssef Khamis, Associate Director of Central Administration for Foreign Agricultural Relations, advised that we would like to make opportunities of exportation for specialty produces i.e. pomegranates in Sahel Selem and Man Froot villages. Mr. Ibrahim A. Sorour, undersecretary of the Ministry in Assiut, replied the Project already had considered about specialty produces.
4. Mr. Iwasaki, the Senior Representative of JICA Egypt Office commented that the budget of Ministry of Agriculture and Land Reclamation (MAI.R) was very important to make this project sustainable. In addition, he commented about safety of the JICA Expert Team, and he asked the Ministry for security supports.

End

EL-

JH

**Annex-1**

**Attendants List**

**Ministry of Agriculture and Land Reclamation (MALR)**

Dr. Abass El Shenawy	Head of Agricultural Services and Follow-up Sector (Chairman)
Dr. Sayed Khalifa	Head of Agricultural Extension Sector
Mr. Ezz El Arab Ahmad Salama	Head of Central Administration (CA) for Agricultural Cooperation
Dr. Abd El Aleem Ahmed	Head of CA for Agriculture Extension
Dr. Youssef Khamis	Associate Director of CA for Foreign Agricultural Relations
Mr. Ibrahim A. Sorour	Undersecretary of Assiut Agriculture Directorate
Mr. Bayoumi Abd El Maged	Deputy of Agricultural Economics Research Institute, Agriculture Research Center (ARC)
Mr. De. Hesham Mohamad	Head of Agricultural Extension Research Institute, ARC
Ms. Marwa Mohamed Foda	Project Officer, CA for Foreign Agriculture Relations
Ms. Mai Saayed Metawaa	Assistant, Office of Minister
Ms. Hoda Ahmad Abd El Maget	Assistant, Office of deputy Minister (Dr. Safwat el Hadad)
Mr. Osama Saad El Lasy	General Coordinator, CA for Agriculture Cooperation
Mr. Gamal El Sayed Sobeh	Manger of Technical Office, CA for Agriculture Cooperation
Ms. Lamiaa Ahmad El Sheref	Technical office specialist, CA for Agriculture Cooperation
Dr. Maha Abd El Azem	Head of Orientation and Organization, Agriculture Cooperative Department, Minia Agriculture Directorate
Ms. Marwa Mohamed Soliman	Extension Engineer, Extension Department, Assiut Agriculture Directorate
Ms. Zanab Hasen Abd el Aziz	Extension Engineer, Horticultural Department, Assiut Agriculture Directorate

**Embassy of Japan**

Mr. Takuji Ikeya First Secretary

**JICA Egypt Office**

Mr. Akihiro Iwasaki Senior Representative  
Mr. Hajime Yamazaki Representative  
Mr. Mohamed Adam Program Officer

**JICA Expert Team**

Mr. Akihiko Hata Chief Advisor/ Agricultural Marketing  
Mr. Shota Kamiohkawa Agricultural Economics  
Mr. Emad Ragy Hakeem ISMAP Assistant  
Mr. Mena Maged Eskander ISMAP Assistant  
Ms. Mariam Zayed ISMAP Assistant

Annex-2: Project Design Matrix (PDM)-2

Annex-3: PDM-3

Annex-4: Plan of Operation-1

EL

770

**Project Design Matrix (PDM2)**

Project Title: Improving Small-Scale Farmers' Market-Oriented Agriculture Project

Project Duration: 2014-2019 (5 years)

Project Sites: Minia, Assiut Governorate

Target Group: Small-scale farmers in the agricultural cooperatives and surrounding small-scale farmers

as of May 30, 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
[Overall Goal] Agricultural incomes of the small-scale farmers in the target villages and surrounding villages* <sup>1</sup> in Minia and Assiut Governorates are increased.	a. Average agricultural income of the small-scale farmers in the target villages and surrounding villages in Minia and Assiut Governorates are increased by 13% (Detail is attached as PDM2.1-(2) and (3)).	a. Sample survey (included by the baseline surveys)	
[Project Purpose] Agricultural incomes of the small-scale farmers and surrounding small-scale farmers* <sup>2</sup> who practice the ISMAP Approach are increased.	a. The agricultural incomes of the small-scale farmers who practice the ISMAP Approach are increased by 6% - 22% by household and village (Detail is attached as PDM2.1-(2) and (3)). b. At least 30% of the women who practice the ISMAP Approach have made a business plan and practiced the market-oriented activity based on the plan. c. The agricultural incomes of surrounding small-scale farmers who practice the ISMAP Approach are increased. d. More than a half of the small-scale farmers who practice the ISMAP Approach changed their farming style toward market based. <sup>3</sup>	a. Baseline surveys** b. End-line survey c. Sample survey	- Necessary budget of MALRF for implementing extension activities based on the market-oriented approach is secured.
[Outputs] 1. Market-oriented extension approach is established.	a. The draft plan of extension flow based on the market-oriented approach is formulated. b. The average score of evaluation on formulation and revision process of the plan of extension flow is higher than 4 in the five-grade evaluation by the relevant stakeholders. c. The extension flow based on the market-oriented approach, which is revised through implementing project activities, is approved by the Joint Steering Committee (JSC).	a. Draft of extension flow based on the market-oriented approach b. Interview with the relevant stakeholders c. Approved extension flow based on the market-oriented approach	- Counterpart personnel (C/P) who received trainings by the Project will continuously work.
2. Agricultural techniques for value-added products are examined and developed.	a. Guidelines and manuals on the examined and developed agricultural techniques are made. b. More than 70% of the examined and developed agricultural techniques are included to the Training of Trainers for extension staff.	a. Guidelines and manuals of agricultural techniques b. Training materials of ToT	
3. Capacities for making and implementing action plans of the agricultural cooperatives are strengthened.	a. Action plans for improving agricultural incomes of small-scale farmers are made by the target agricultural cooperatives. b. More than 70% of activities based on the action plans are implemented.	a. Action plans of the target agricultural cooperatives b. Project progress report	
4. Farming methods based on the market-oriented approach are deployed within the target agriculture cooperatives.	a. Extension plans for deploying farming methods by the target agricultural cooperatives b. Existence of new farming activities based on the market-oriented approach within the target agricultural cooperatives.	a. Project progress report b. End-line survey	

Activities	Input		
<p>&lt;Output 1&gt;</p> <p>1-1 Build the consensus of the draft plan of extension flow<sup>4,5</sup> based on the market-oriented approach between stakeholders</p> <p>1-2 Select target agricultural cooperatives and small-scale farmers based on the consensus of selection method</p> <p>1-3 Conduct baseline survey of the target agriculture cooperatives and small-scale farmers</p> <p>1-4 Provide the opportunities for dialogue between the target small-scale farmers and agricultural business stakeholders</p> <p>1-5 Conduct trainings for the target small-scale farmers on market survey and farming action planning</p> <p>1-6 Facilitate the target small-scale farmers to make farming action plans</p> <p>1-7 Conduct trainings of trainers (ToT) for extension staff<sup>6</sup> regarding the necessary agricultural techniques for implementing the action plans in 1-6</p> <p>1-8 Facilitate the trained extension staff to implement technical trainings for the target small-scale farmers</p> <p>1-9 Monitor activities based on the action plans by the trained target small-scale farmers</p> <p>1-10 Improve the extension flow based on the market-oriented approach by examining the each activity</p> <p>&lt;Output 2&gt;</p> <p>2-1 Identify agricultural techniques<sup>7</sup> need to be examined and developed based on the study of IMAP<sup>8</sup> and the action plans made by the target small-scale farmers</p> <p>2-2 Examine and develop the techniques identified in 2-1</p> <p>2-3 Feed examined and developed techniques back to the ToT in 1-7</p> <p>2-4 Improve existing agricultural techniques, which are confirmed necessary through implementing the extension flow</p> <p>&lt;Output 3&gt;</p> <p>3-1 Identify problems/opportunities of the target agricultural cooperatives for making and implementing action plans</p> <p>3-2 Conduct trainings for the target agricultural cooperatives members on making and implementing action plans for improving small-scale farmers' incomes</p> <p>3-3 Facilitate village extension staff to support the target agriculture cooperatives for implementing the action plans made in 3-2.</p> <p>&lt;Output 4&gt;</p> <p>4-1 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach to other farmers within the agriculture cooperatives.</p> <p>4-2 Monitor the target agricultural cooperatives to implement the above plans.</p> <p>4-5 Facilitate the target agricultural cooperatives to make extension plans for deploy farming methods based on the market-oriented approach.</p>	<p>[Japanese side]</p> <p>(1) Dispatch of Experts - Leader/Market-oriented agriculture - Appropriate agriculture techniques and extension - Agricultural cooperative - Project coordinator/Training management - Other short-term experts as per necessity</p> <p>(2) Provision of equipment (Ex. Equipment and materials necessary for Output 2 and 3)</p> <p>(3) C/P Training in Japan and/or third country</p> <p>(4) Local cost shared by Japanese side - A part of operational costs for implementing the activities (Ex. Costs for experts' activities)</p>	<p>[Egyptian side]</p> <p>(1) C/P Project Director Project Manager Other counterparts</p> <p>(2) Office space and facilities for the Project - Necessary working space and facilities for JICA experts</p> <p>(3) Necessary Arrangement - Acquisition of the permission for the work in the field</p> <p>(4) Local cost shared by Egyptian side - Operational cost for the Project implementation (Ex. Training cost, personnel expenses and traveling cost for C/Ps)</p>	<p>- Personnel transfer of executive management will not affect the implementation of the Project.</p> <p>[Pre-condition]<sup>1</sup> The Egyptian political situation is stable.</p>

(Notes: PDM including the indicators and PO are reviewed and revised in the JSC, if necessary.)

\*1) Definition of the "surrounding villages" is two surrounding villages per one target village in the Project. The Overall Goal aims at disseminating the ISMAP Approach to increase the farmers' incomes at the village level.

\*2) Definition of the "surrounding small-scale farmers" is two surrounding farmers per one targeted farmer. The Project Purpose aims for the ISMAP Approach to be effectively applied to the targeted farmers and also aims for the surrounding small-scale farmers to understand its effectiveness and apply this approach.

\*3) Changes in farmers' farming style is monitored using monitoring sheet.

\*4) Scope of the baseline survey is focused on the target agricultural cooperatives and small-scale farmers selected by the Project. Farmer's survey of the baseline survey is recommended to refer to a sample of the crop production and income analysis data sheet used in other JICA projects.

\*5) The draft plan of extension flow includes process of extension, roles and responsibilities of relevant organizations, and so on.

\*6) In principal, target extension staffs for the ToT are extension staffs at village and district levels, and other target participants will be selected in the Project, according to the situation of each governorate.

\*7) The techniques tentatively include improving cultivation techniques, for example, adjusting cropping season, improving pattern, new varieties, intercropping and using organic fertilizer, improving postharvest.

\*8) The Project for the Master Plan Study for Rural Development Through Improving Marketing Agricultural Produce for Small Scale Farmers in Upper Egypt (IMAP)

EL MA



### Project Design Matrix (PDM3)

Project Title: Improving Small-Scale Farmers' Market-Oriented Agriculture Project

Project Duration: 2014-2019 (5 years)

Project Sites: Minia, Assiut Governorate

Target Group: Small-scale farmers in the agricultural cooperatives and surrounding small-scale farmers

as of July 19, 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
[Overall Goal] Agricultural incomes of the small-scale farmers in the target villages and surrounding villages*1 in Minia and Assiut Governorates are increased.	a. Average agricultural income of the small-scale farmers in the target villages and surrounding villages in Minia and Assiut Governorates are increased by 19%.	a. Sample survey (included by the baseline surveys)	
[Project Purpose] Agricultural incomes of the small-scale farmers and surrounding small-scale farmers** who practice the ISMAP Approach are increased.	a. The agricultural incomes of the small-scale farmers who practice the ISMAP Approach are increased by 6% - 37% by household and village. b. At least 30% of the women who practice the ISMAP Approach have made a business plan and practiced the market-oriented activity based on the plan. c. The agricultural incomes of surrounding small-scale farmers who practice the ISMAP Approach are increased. d. More than a half of the small-scale farmers who practice the ISMAP Approach changed their farming style toward market based.**3	a. Baseline surveys** b. End-line survey c. Sample survey	- Necessary budget of MALR for implementing extension activities based on the market-oriented approach is secured.
[Outputs] 1. Market-oriented extension approach is established.	a. The draft plan of extension flow based on the market-oriented approach is formulated. b. The average score of evaluation on formulation and revision process of the plan of extension flow is higher than 4 in the five-grade evaluation by the relevant stakeholders. c. The extension flow based on the market-oriented approach, which is revised through implementing project activities, is approved by the Joint Steering Committee (JSC).	a. Draft of extension flow based on the market-oriented approach b. Interview with the relevant stakeholders c. Approved extension flow based on the market-oriented approach	- Counterpart personnel (C/P) who received trainings by the Project will continuously work.
2. Agricultural techniques for value-added products are examined and developed.	a. Guidelines and manuals on the examined and developed agricultural techniques are made. b. More than 70% of the examined and developed agricultural techniques are included to the Training of Trainers for extension staff.	a. Guidelines and manuals of agricultural techniques b. Training materials of T&T	
3. Capacities for making and implementing action plans of the agricultural cooperatives are strengthened.	a. Action plans for improving agricultural incomes of small-scale farmers are made by the target agricultural cooperatives. b. More than 70% of activities based on the action plans are implemented.	a. Action plans of the target agricultural cooperatives b. Project progress report	
4. Farming methods based on the market-oriented approach are deployed within the target agriculture cooperatives.	a. Extension plans for deploying farming methods by the target agricultural cooperatives b. Existence of new farming activities based on the market-oriented approach within the target agricultural cooperatives.	a. Project progress report b. End-line survey	

Activities	Input	
<p>&lt;Output 1&gt;</p> <p>1-1 Build the consensus of the draft plan of extension flow<sup>3</sup> based on the market-oriented approach between stakeholders</p> <p>1-2 Select target agricultural cooperatives and small-scale farmers based on the consensus of selection method</p> <p>1-3 Conduct baseline survey of the target agriculture cooperatives and small-scale farmers</p> <p>1-4 Provide the opportunities for dialogue between the target small-scale farmers and agricultural business stakeholders</p> <p>1-5 Conduct trainings for the target small-scale farmers on market survey and farming action planning</p> <p>1-6 Facilitate the target small-scale farmers to make farming action plans</p> <p>1-7 Conduct trainings of trainers (ToT) for extension staff<sup>4</sup> regarding the necessary agricultural techniques for implementing the action plans in 1-6</p> <p>1-8 Facilitate the trained extension staff to implement technical trainings for the target small-scale farmers</p> <p>1-9 Monitor activities based on the action plans by the trained target small-scale farmers</p> <p>1-10 Improve the extension flow based on the market-oriented approach by examining the each activity</p> <p>&lt;Output 2&gt;</p> <p>2-1 Identify agricultural techniques<sup>5</sup> need to be examined and developed based on the study of IMAP<sup>6</sup> and the action plans made by the target small-scale farmers</p> <p>2-2 Examine and develop the techniques identified in 2-1</p> <p>2-3 Feed examined and developed techniques back to the ToT in 1-7</p> <p>2-4 Improve existing agricultural techniques, which are confirmed necessary through implementing the extension flow</p> <p>&lt;Output 3&gt;</p> <p>3-1 Identify problems/opportunities of the target agricultural cooperatives for making and implementing action plans</p> <p>3-2 Conduct trainings for the target agricultural cooperatives members on making and implementing action plans for improving small-scale farmers' incomes</p> <p>3-3 Facilitate village extension staff to support the target agriculture cooperatives for implementing the action plans made in 3-2.</p> <p>&lt;Output 4&gt;</p> <p>4-1 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach to other farmers within the agriculture cooperatives.</p> <p>4-2 Monitor the target agricultural cooperatives to implement the above plans.</p> <p>4-5 Facilitate the target agricultural governorate to make extension plans for deploy farming methods based on the market-oriented approach.</p>	<p>[Japanese side]</p> <p>(1) Dispatch of Experts - Leader/Market-oriented agriculture - Appropriate agriculture techniques and extension - Agricultural cooperative - Project coordinator/Training management - Other short-term experts as per necessity</p> <p>(2) Provision of equipment (Ex. Equipment and materials necessary for Output 2 and 3)</p> <p>(3) C/P Training in Japan and/or third country</p> <p>(4) Local cost shared by Japanese side - A part of operational costs for implementing the activities (Ex. Costs for experts' activities)</p>	<p>[Egyptian side]</p> <p>(1) C/P Project Director Project Manager Other counterparts</p> <p>(2) Office space and facilities for the Project - Necessary working space and facilities for JCA experts</p> <p>(3) Necessary Arrangement - Acquisition of the permission for the work in the field</p> <p>(4) Local cost shared by Egyptian side - Operational cost for the Project implementation (Ex. Training cost, personnel expenses and traveling cost for C/Ps)</p> <p>[Pre-condition] The Egyptian political situation is stable.</p>

(Notes: PDM including the indicators and PQ are reviewed and revised in the JSC, if necessary)

\*1) Definition of the "surrounding villages" is two surrounding villages per one target village in the Project. The Overall Goal aims at disseminating the ISMAP Approach to increase the farmers' incomes at the village level.

\*\*2) Definition of the "surrounding small-scale farmers" is two surrounding farmers per one targeted farmer. The Project Purpose aims for the ISMAP Approach to be effectively applied to the targeted farmers and also aims for the surrounding small-scale farmers to understand its effectiveness and apply this approach

\*\*3) Changes in farmers' farming style is monitored using monitoring sheet.

\*\*4) Scope of the baseline survey is focused on the target agricultural cooperatives and small-scale farmers selected by the Project. Farmer's survey of the baseline survey is recommended to refer to a sample of the crop production and income analysis data sheet used in other JCA projects.

\*\*5) The draft plan of extension flow includes process of extension, roles and responsibilities of relevant organizations, and so on.

\*\*6) In principal, target extension staffs for the ToT are extension staffs at village and district levels, and other target participants will be selected in the Project, according to the situation of each governorate.

\*\*7) The techniques tentatively include improving cultivation techniques, for example, adjusting cropping season, improving pattern, new varieties, intercropping and using organic fertilizer, improving postharvest.

\*\*8) The Project for the Master Plan Study for Rural Development Through Improving Marketing Agricultural Produce for Small Scale Farmers in Upper Egypt (IMAP)

*ELshemaw*

*Okada*

Technical Plan of Operation -1  
 Project Name: Improving Small-Scale Farmers' Market-Oriented Agriculture Project  
 Target sites: Mita, Assou, Gomenate  
 Duration: 2014-2019 (5 years)  
 Target Group: Small-scale farmers in the target agricultural cooperatives and surrounding small-scale farmers.

Activities	2014					2015					2016					2017					2018					2019				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
<b>Output 1: Market-oriented extension approach</b>																														
1.1 Facilitate the market-oriented extension approach based on the market-oriented approach, business stakeholders																														
1.2 Select target agricultural cooperatives and small-scale farmers based on the extension approach																														
1.3 Conduct baseline survey of the target agricultural cooperatives and small-scale farmers																														
1.4 Provide the opportunities for village agricultural business stakeholders and agricultural business stakeholders																														
1.5 Conduct surveys for the target beneficiary farmers on market survey and farming action plans in 1.6																														
1.6 Facilitate the market-oriented extension approach to small-scale farmers to make farming action plans																														
1.7 Conduct training of farmers (TOF) for market-oriented extension approach to small-scale farmers																														
1.8 Facilitate the market-oriented extension approach to small-scale farmers to make farming action plans																														
1.9 Monitor and evaluate the extension approach by the market-oriented extension approach																														
1.10 Market-oriented approach by examining the extension approach																														
<b>Output 2: Agricultural techniques for value-added products are examined and developed</b>																														
2.1 Identify agricultural techniques for value-added products and develop them based on the study of MAF and developed based on the study of MAF																														
2.2 Examine and develop the techniques identified in 2.1																														
2.3 Back to the TOF in 1.7																														
2.4 Improve existing agricultural techniques, which are confirmed necessary through implementing the extension flow																														
<b>Output 3: Capacities for making and implementing action plans of the agricultural cooperatives are improved</b>																														
3.1 Identify problems and needs of the target agricultural cooperatives for making and implementing action plans																														
3.2 Conduct training for the target agricultural cooperatives members to making and implementing action plans for the target small-scale farmers' incomes																														
3.3 Facilitate value extension staff to support the target agricultural cooperatives for implementing the action plans made in 3.2																														
<b>Output 4: Farming methods based on the market-oriented approach are employed in the target agricultural cooperatives and in district</b>																														
4.1 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach to other agricultural cooperatives in the district																														
4.2 Monitor the target agricultural cooperatives to implement the above plans																														
4.3 Facilitate the district agricultural offices to make extension plans for deploying farming methods based on the market-oriented approach to other agricultural cooperatives in the district																														
4.4 Monitor the district agricultural offices to implement the above plans																														
4.5 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach																														
<b>Other related activities</b>																														
4.6 Monitor the district agricultural offices to implement the above plans																														
4.7 Facilitate the target agricultural cooperatives to make extension plans for deploying farming methods based on the market-oriented approach																														

EL  
 10/10/17

\*2) In case of the mid-term review, the project consultation mission will be conducted to facilitate smooth implementation of the project responding to the project progress.

*MINUTES OF THE MEETING  
ON  
THE SEVENTH JOINT STEERING COMMITTEE  
FOR  
IMPROVING SMALL-SCALE FARMERS' MARKET-ORIENTED AGRICULTURE PROJECT  
(ISMAP)*

*AGREED UPON BETWEEN  
MINISTRY OF AGRICULTURE AND LAND RECLAMATION  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY*

Cairo, 14<sup>th</sup> February, 2018

*EL shenawy*

Dr. Abbas El Shenawy  
Chairman of the Joint Steering Committee  
Head of Agriculture Services and  
Follow-up Sector,  
Ministry of Agriculture and Land Reclamation  
The Arab Republic of Egypt

*Akihiko Hata*

Mr. Akihiko HATA  
Chief Advisor of ISMAP  
Japan International Cooperation Agency  
(JICA)

## **Introduction**

Japan International Cooperation Agency (hereinafter referred to as “JICA”) and the Ministry of Agriculture and Land Reclamation (hereinafter referred to as “MALR”) agreed with the contents of Record of Discussion (R/D) for “Improving Small-Scale Farmers’ Market-Oriented Agriculture Project (ISAMP)” (hereinafter referred to as “the Project”) in December 2013. In accordance with the R/D, JICA dispatched experts to assist the implementation of the Project in May 2014.

The Phase 3 of the Project has started since January 2018. This is the last phase and the Project will be completed in April 2019. Upon the commencement of the Phase 3, the Project Team presented the work plan of the Phase 3 as well as the progress of the activities from last July 2017 to date to the Joint Steering Committee.

### **1. Opening Remarks**

Dr. Abbas El Shenawy, the Head of the Agricultural Services and Follow-up Sector, the chairman of the JSC, appreciated the participants for their attendance and he appreciated the support of JICA in all fields. Dr. Abbas thanked the Egyptian and Japanese team for their effective work in the project. He clarified “We are now in the third phase of the project and we hope to spread the project approach to become a module to be followed by farmers.”

Mr. Akihiro Iwasaki, the Senior Representative of JICA Egypt Office, gave an opening remark to the committee. He expressed his appreciation for the efforts of the Project Team. He also said that the Project aims to achieve the ministry goal in decreasing the poverty of small-scale farmers.

He mentioned that through the previous four years, the Project succeeded in implementing the activities in the target villages in Minia and Assuit governorates and the Project is trying to conduct the market-oriented approach by establishment of the business dialogue and contract farming. He also remarked that the Project also contributed to promoting the capacity of Agricultural Extension in the Ministry and the number of farmers who follow the market-oriented approach has increased.

He finally stressed the importance of the remaining year of the project period to guarantee the sustainability after its end and of increasing the budget for activities of the agricultural extension to ensure that the project objective is achieved.

### **2. Introduction of Attendants**

As shown in the attendants list (Annex-1).

### **3. Presentation for the progress of the Project activities**

Mr. Akihiko Hata, the Chief Advisor of ISMAP, presented the work plan for the third phase, especially he emphasized on preparing and formalizing the extension manual to be used as an official document by the Ministry in the future and the Project Team will reflect the output and lessons from the Project activities into the final manual to make it practical and effective.

He also mentioned that after the project ends, the Japanese side will terminate the project and therefore, an implementation set-up in MALR should be built to continue applying the ISMAP approach for the agricultural extension work.

EL

Dr. Shreen Hussien Ali, the Team Leader of Assiut Agriculture Directorate, presented the progress in detail in Assuit, she explained the modern techniques of cultivation applied on the demo-farms and their effects on increasing the yield; these techniques include intercropping and treatment of seeds and seedlings with licorice and a yield survey to verify the effects of these techniques proved high productivity.

She also presented as an example of how a women group has successfully developed their business with market-oriented approach, i.e. when the women in Bany Mor village in Assiut visited a super market as a market survey activity, they noticed the high prices of baking breads and they thought that they could bake the same quality or better with lower prices. After that the women asked the Undersecretary of Assiut Agricultural Directorate to open a selling place in the directorate and they are successfully selling all their products.

She also explained about the other market-oriented agricultural activities such as contract farming for onion with an agribusiness company and one-day market in the compound of agricultural cooperatives.

Mr. Kamal Eldeen Ahmed Ibrahim, General Manager of Agricultural Extension Department in Minia Agricultural Directorate, presented the progress in Minia Governorate. As well as the progress of the activities in the target villages, he presented the study visit conducted together with Assiut and Cairo team members to the advanced agricultural cooperatives in New Valley Governorate and Nubaria region in West Delta. He explained the lessons from the visit such as how the cooperative collects palm dates from farmers for processing and the farmers prefer to sell the products to the cooperatives not to the other companies.

Mr. Osama Ellithy, the general coordinator of the Project and member of technical committee, presented the quarterly monitoring by the technical committee in Minia and Assuit governorates in December 2017. He was pleased by the progress in the demo-farms and he suggested to document the results to disseminate those results.

#### **4. Discussions**

1. The Chairman asked about the extension system in Japan and the Chief Advisor explained that the extension engineers basically belong to local governments and also there are extension engineers hired by agricultural cooperatives, too.
2. The Chairman commented to promote intercropping technique according to the current water issue in Egypt as it will be able to cultivate two crops with the same amount of water leading to save irrigation water.
3. Dr. Abeer Abo Elmagd, Extension Officer of the Central Administration for Agricultural Extension, appreciated all the efforts of the Project Team and she recommended the following:
  - 1) Refer to the Agricultural Research Center before applying the intercropping.
  - 2) Choose the place of demo-farms according to the criteria of the Agricultural Extension Sector, as the wrong choice of the demo-farm places could expose the disease infection of crops.The Chairman asked her to record all her comments in a report for the final evaluation.
4. The Chairman expressed his pleasure with the photos of the presentation and requested the Project Team to prepare colored documents for the final evaluation.

EL-

7/10

5. The Chairman complimented the idea and importance of one-day market (direct market place for farmers to sell their agricultural produce) and wished to mainstream the idea.
6. The Chairman congratulated the impressive presentation and all the efforts of the Project Team and told the members that he can now see the good results of the project effect and the success of the project starts to appear clearly, and hoped to solve all the issues facing the project time by time. Furthermore, the Chairman stated that he will report to the Minister about the good results of the Project and recommend to utilize ISMAP approach.
7. Mr. Hajime Yamazaki, the Representative of JICA Egypt Office, appreciated the presentation and the efforts of the Project Team. He also explained that a post-project evaluation will be implemented after 3 years from the end of the Project and commented the following:
  - 1) The most important thing is to continue working on its approach after the project ends.
  - 2) Hope that the final evaluation after 3 years from the end of the Project will shows a big effect, hence, this 3rd phase is very important to finalize and formalize the extension manual.
  - 3) Hope that MALR takes over the arrangement work of contract farming, which the Japanese side used to much support.
  - 4) It is easier for MALR to continue the farming activities. However, it is necessary for MALR to discuss how to follow the women activities.
  - 5) Regarding the technical committee, it is necessary to discuss how to keep budget for extension system. It may need the cooperation of the Ministry of Planning.

The Project Team will keep implementing the Project activities according to the Work Plan of the Phase 3, and the Technical Committee as well as the Team will play their roles towards the end of the Project.

End

EL-

7/20

## Annex-1

### Attendants List

#### Ministry of Agriculture and Land Reclamation (MALR)

Dr. Abbas El Shenawy	Head of Agricultural Services and Follow-up Sector (Chairman)
Mr. Ahmed Abdullah Mostafa	Head of Central Administration (CA) for Agricultural Cooperation
Mr. Ibrahim Abd Al Sorour	Undersecretary of Assiut Agriculture Directorate
Ms. Marwa Mohamed Foda	Project Officer, CA for Foreign Agriculture Relations
Ms. Hoda Ahmad Abd El Maget	Assistant, Office of deputy Minister (Dr. Safwat el Hadad)
Dr. Abeer Abo Elmagd	Extension Officer, CA for Agriculture Extension
Mr. Osama Saad El Lasy	General Coordinator, CA for Agriculture Cooperation
Mr. Moatz Masoud	Agricultural engineer, CA for Agricultural Cooperation
Dr. Rehab Mohammed Abdullah	CA for Agriculture Cooperation
Mr. Kamal Eldeen Ahmed I. Badawy	General Manager, Agricultural Extension Dept. Minia Agriculture Directorate
Dr. Shreen Hussien Ali	Team Leader, Agricultural Engineer, Horticultural Department, Assiut Agriculture Directorate

#### Embassy of Japan

Mr. Takuji Ikeya	First Secretary
------------------	-----------------

#### JICA Egypt Office

Mr. Akihiro Iwasaki	Senior Representative
Mr. Hajime Yamazaki	Representative
Mr. Mohamed Adam	Program Officer

#### JICA Expert Team

Mr. Akihiko Hata	Chief Advisor/ Agricultural Marketing
Mr. Makiko Yamamoto	Gender / Rural Society
Mr. Emad Ragy Hakeem	ISMAP Assistant
Mr. Mena Maged Eskander	ISMAP Assistant
Ms. Radwa Ragab	ISMAP Assistant

EL-

700

*MINUTES OF THE MEETING  
ON  
THE NINTH JOINT STEERING COMMITTEE  
FOR  
IMPROVING SMALL-SCALE FARMERS' MARKET-ORIENTED AGRICULTURE  
PROJECT (ISMAP)*

*AGREED UPON BETWEEN  
MINISTRY OF AGRICULTURE AND LAND RECLAMATION  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY*

Cairo, 5<sup>th</sup> March, 2019

*EL-shenawy*

---

Dr. Abbas El Shenawy  
Chairman of the Joint Steering Committee  
Head of Agriculture Services and  
Follow-up Sector,  
Ministry of Agriculture and Land  
Reclamation  
The Arab Republic of Egypt

*Akihiko Hata*

---

Mr. Akihiko HATA  
Chief Advisor of ISMAP  
Japan International Cooperation Agency  
(JICA)



## **Introduction**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Agriculture and Land Reclamation (hereinafter referred to as "MALR") agreed with the contents of Record of Discussion (R/D) for "Improving Small-Scale Farmers' Market-Oriented Agriculture Project (ISAMP)" (hereinafter referred to as "the Project") in December 2013. In accordance with the R/D, JICA dispatched experts to assist the implementation of the Project in May 2014.

The Project Team, which is consisted of the experts and counterparts (hereinafter referred to as "C/P"), has been implementing the project and the Project is coming to an end in May 2019. The Project Team took this opportunity to present the final status of the Project and introduce to the ISMAP Implementation Unit, which will take over the ISMAP activities, to the Joint Steering Committee.

## **Attendants**

As shown in the attached attendants list.

## **Opening Remarks**

Dr. Abbas El Shenawy, the Chairman of the Joint Steering Committee (JSC), welcomed the attendants and stated that he was so happy about the seminar on the approaches of women's economic empowerment as the number of participants was more than 100 persons from different donors and stakeholders. He added that this event would encourage us to implement more projects for women to try to increase their income and improve their lifestyle and also these women could work in food processing to add a value to the agricultural products.

The Chairman also reported that there were strong instructions from the Minister to continue the project activities and the Implementation Unit has been established to secure the sustainability of the work for the real success. The Chairman also stated that the project team members are motivated and confident in implementation with their experiences and wished to expand the project to other governorates. Finally, the Chairman wished the Japanese personnel for enjoying their stay in Egypt and expects the final seminar for celebrating the success of the project.

Mr. Akihiro Iwasaki, the Senior Representative of JICA Egypt office, expressed his gratitude for the attendants and appreciated for holding the above seminar and the achievement of the rural women. He also congratulated the establishment of the Implementation Unit which would secure the sustainability of the project activities.

Dr. Mohamed Soliman, the Head of Agricultural Research Center (ARC) welcomed the attendants and hoped to continue the cooperation between two countries as there was long history of good cooperation with JICA and MALR such as rice cultivation improvement and greenhouses establishment and so on. He wished all the efforts could support the small-scale farmers to increase their income.

## **Discussions**

Mr. Akihiko Hata, the Chief Advisor of ISMAP presented the measures taken for the recommendations of the terminal evaluation mission, status of the Implementation Unit and draft agenda of the final seminar. The following are the discussions:

EL

W

- Mr. Hajime Yamazaki, the Representative of JICA Egypt Office, commented that he hopes the activities continue and update it from time to time and he is sure that the Implementation Unit can continue albeit the financial support from the Japanese side will end.

He clarified that ISMAP is not just a name of the project but also the approach, so that we could use the name of the project as approach in different regions not just in Minia and Assiut governorates and it is allowed to use ISMAP approach with other entities like UN organizations.

For responding the progress of the measures for the recommendation of the terminal evaluation mission to the Japanese side, he explained that holding a conference with the Middle East countries has been considered in JICA and we could use the name ISMAP as an approach when we hold the conference. He also explained that though the training program of SHEP in Kenya has been provided, we needed to adjust the approach to be suitable for Egypt, especially the part of women's activities and he expects that while introducing the other countries to the ISMAP approach, they would face the same challenges when they apply the approach in their countries.

He further explained that JICA would like to monitor the Implementation Unit works well and then we can hold the conference in Egypt and invite the other countries, which would be Palestine, South Sudan and Morocco.

- Mr. Osama El Lithy, coordinator of the Counterparts explained about the Implementation Unit that the Minister has approved the establishment of the unit, the office in each governorate has been secured. The members of the unit will be from cooperation and extension departments, most of whom have a good experience with the project and attended the training in Japan. He added that the two project cars will be transferred from JICA to the Ministry so that they will be able to use them for the activities. He also explained that the Head of Agricultural Services and Follow-up Sector will be the head of this unit and the Head of Central Administration for Agricultural Cooperation (CAAC) will be the executive manager of the unit. The Chairman also added that the budget for the unit has been approved, too.
- Dr. Mohamed Abd El Hafez, the Head of CAAC commented that a certificate for the project team members should be issued for their good efforts for these five years and expressed his desire to cover Sohag governorate by the Implementation Unit and establishing training centers in the three governorates to extend SHEP approach. He also mentioned to focus on the contract farming and collective work in collaboration with the marketing sector and center of the contract farming in the Ministry. He stated that the Ministry will do its best to be ready for the post-project evaluation after three years with securing the budget and tools such as cars and computers transferred to the unit and offices in the governorates, etc.

He also requested the Japanese side to continue the follow-up to secure the sustainability and success as well as the Egyptian side to continue the activities with the same motivation. He hoped that Egypt can be a training center in the region.

- Dr. Abd El Aleem, the Head of the Central Administration for Agricultural Extension (CAAE), expressed his gratitude to the Japanese side for their cooperation and also to the Egyptian team from the extension and cooperation sectors. He explained that the extension sector has facilities for trainings such as the extension centers and rural development centers, which can

EL

182

be utilized by the Implementation Unit. He also explained that there are male and female pioneers in the villages who can support the extension engineers to cover the shortage of them.

**Closing Remarks**

The Chairman appreciated for all these five years' efforts of the members who shared the experiences of the project activities and hoped them to continue with the same motivation. He also stated that the real success will be by the sustainability of activities and he hoped to establish an international training center in Egypt for the SHEP approach. In the end, the Chairman thanked all the participants and wished happiness for all.

End

EL- MA

## Annex-I

### Attendants List

#### Ministry of Agriculture and Land Reclamation (MALR)

Dr. Abbas El Shenawy	Head of Agricultural Services and Follow-up Sector (Chairman)
Dr. Mohamed Soliman	Head of Agricultural Research Center
Dr. Mohamed Abd El Hafez	Head of Central Administration for Agricultural Cooperation
Dr. Abd El Aleem Ahmed	Head of Central Administration for Agricultural Extension
Mr. Abo El Kher Mostafa Mohamed	Undersecretary, Minia Agricultural Directorate
Mr. Ibrahim Souror	Undersecretary, Assiut Agricultural Directorate
Ms. Marwa Mohamed Foda	Project Officer, CA for Foreign Agricultural Relations
Mr. Osama Saad El Lithy	General Coordinator, CA for Agricultural Cooperation
Ms. Rehab Mohamed Mohamed	Head of Project Department, CA for Agricultural Cooperation
Mr. Waleed Mohamed Ahmed	CA for Agricultural Cooperation
Ms. Amal Mohamed Abudalla	CA for Agricultural Cooperation
Ms. Amal Esmat	CA for Agricultural Cooperation
Mr. Moatez Mohamed Hessen	CA for Agricultural Cooperation
Dr. Abeer Mostafa Abo El Maged	Head of Rural Women Development Department, CA for Agricultural Extension
Dr. Mohamad El Sayed Eid	CA for Agricultural Extension
Ms. Azza Ramadan Mohamed	Head of Marketing Administration, Minia Agricultural Directorate (Minia team leader)
Mr. Hamdy Mohamed Khalil	Head of Extension Department, Assiut Agricultural Directorate (Assiut team leader)
Mr. Mostafa Kamal Abd El Wehab	Head of Project Department, Agricultural Cooperative Department, Assiut Agricultural Directorate

#### Embassy of Japan

Mr. Takuji Ikeya First Secretary

#### JICA Egypt Office

Mr. Akihiro Iwasaki Senior Representative  
Mr. Hajime Yamazaki Representative  
Mr. Mohamed Adam Program Officer

#### JICA Expert Team

Mr. Akihiko Hata Chief Advisor/ Agricultural Marketing  
Mr. Emad Ragy Hakeem ISMAP Assistant  
Mr. Mena Maged Eskander ISMAP Assistant

EL

ljo