

ANNEX 8-5 Extension Manuals



Manual of Implementing ISMAP Approach

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



March 2019



Publisher

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

In collaboration with the Ministry of Agriculture and
Land Reclamation

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In the Name of God, most gracious, most merciful

The Government of Egypt aims at achieving economic welfare for agricultural communities in governorates. Great attention is paid to the poorest areas to improve the living conditions of rural inhabitants. Strategic goals were formulated in the Sustainable Agriculture Development Strategy 2030 to realize that purpose. Technical cooperation with foreign countries is utilized, and the 'Improving Small-Scale Farmers' Market-Oriented Agriculture Project (ISMAP)' in cooperation with Japan International Cooperation Agency (JICA) represents one example of this type of partnership.

ISMAP focused on increasing income of the small-scale farmers. Participation and supervision of agricultural cooperatives in Minia and Assuit assisted project implementation. In ISMAP, farming as business based on market needs was promoted in order to reach high productivity and income increase to realize farmers' welfare.

A series of activities was conducted by the technical cooperation of JICA to achieve these strategic goals and to empower both farmers and women. Farmers were guided to know the market needs. ISMAP, which has been implemented in villages of Minia and Assuit since 2014, ends in May 2019. During the project period, it achieved positive and desired results. It helped to increase the incomes of small scale farmers as well as empowering women.

I congratulate the officers and experts of the implementation team to have achieved the objective of the project and express sincere appreciation to JICA for cooperating with the Ministry for this implementation. As an output of the project, ISMAP has developed manuals and guidelines presented herewith. I sincerely hope these documents would be fully utilized to extend the ISMAP approach throughout rural Egypt.



Dr. Abbas El Shenawy
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Head of Agricultural Services and Follow-up Sector
March 2019

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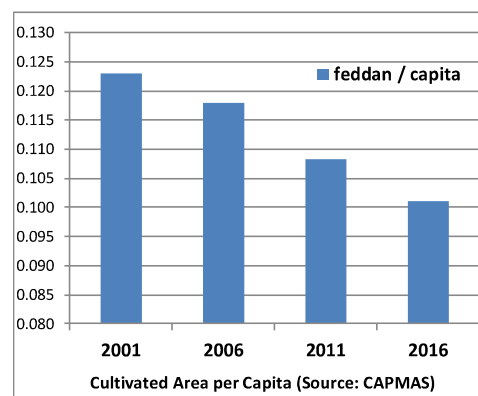
INTRODUCTION

The “Improving Small-scale Farmers’ Market-oriented Agriculture Project” (ISMAP) has developed an approach based on an agricultural extension method to promote Market-oriented Agriculture for small-scale farmers. The ISMAP approach, which is based on the SHEP (Smallholder Horticulture Extension Promotion) approach developed by a JICA technical cooperation in Kenya. In this manual, the concept and operation method of the ISMAP approach are explained. The users of this manual are intended to be the officers engaged in agricultural extension.

(1) Importance of Market-oriented Agriculture in Egypt

Before discussing the importance of market-oriented agriculture in Egypt, the significant features of Egyptian agriculture must be examined. The population in Egypt has been increasing steadily with an annual growth rate of around 2%. However, whilst the area of old land has been decreasing due to the population growth, the area of newly cultivated land has been expanding. In total, the area of cultivated land in Egypt is slightly increasing but not as rapidly as the population.

As a result, the cultivated area per capita has decreased by 18% from 2001 to 2016. As the figure on the right displays, the area of cultivated land per capita dropped from 0.123 feddan per capita in 2001 to 0.101 feddan per capita in 2016. Egypt’s cultivated land area per capita is already very small, and although the population increase is steady, the cultivated land area cannot easily be increased.



The majority of agricultural producers in Egypt are the small-scale farmers. Nearly 90% of farmers are small-scale, with land holdings of less than 3 feddan . To maintain agricultural production, increasing the income of small-scale farmers is very important; otherwise these farmers will not be able to afford to cultivate their land.

Another significant point to consider is the high productivity of agricultural production in Egypt. Due to long sunshine hours and fertile land, the yield of major crops in Egypt is higher than the global average, as shown in the table below.

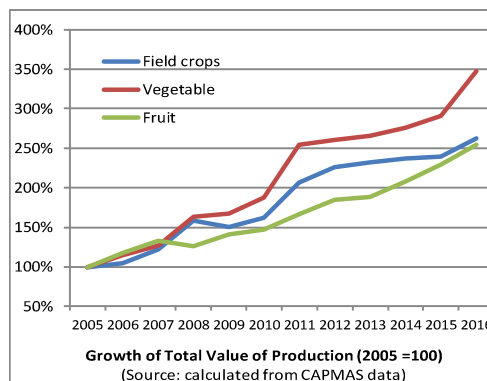
Comparison of Yields (2010)

Crop	Egypt ① (ton/ha)	World ② (ton/ha)	①/②	Crop	Egypt ① (ton/ha)	World ②(ton/ha)	①/②
Wheat	5.6	3.0	186%	Irish Potato	25.9	17.4	149%
Maize	7.3	5.2	139%	Sugar Beet	58.3	48.9	119%
Sorghum	5.0	1.4	364%	Sugar Cane	116.8	70.8	165%
Rice	9.4	4.4	215%	Tomato	39.5	33.6	118%
Garlic	25.3	14.7	172%	Eggplant	49.2	25.2	195%
Dried Onion	35.9	20.0	180%	Grape	21.2	9.5	224%

(Source: FAOSTAT 18 April 2012)

Farmers wish to increase the income they can gain from cultivating their small areas of land, but because the yield level is already so high, this leaves less potential to increase income by increasing the yield. The options are available to farmers to increase farm income: 1) to increase their selling price, 2) to reduce production costs, or 3) to increase the productivity of certain crops.

Marketing is the key to increase farm income. Market-oriented agriculture selects the crops and agricultural techniques according to the needs of the market. Farmers should therefore know the needs of the market before selecting crops and techniques. Indeed, farmers in Egypt are sensitive to their market as statistics show that the growth rate of more profitable vegetable crops exceeds the growth rate of less profitable field crops.



(2) Agricultural Market for Egyptian Farmers

Agricultural markets for Egyptian farmers can be divided into two categories: 1) local markets through small-scale traders, and 2) export market or urban special markets which target high income households through agribusiness companies. Farmers can determine their marketing strategy according to these markets.

When focus on the export market or urban special market, farmers need to grow quality produce and adhere to guidelines including reduced pesticide cultivation, GAP compliance, or organic cultivation. In this case, farmers need to deal with agribusiness companies to access such markets. However, it is not easy for individual small-scale farmers to access such markets.

When targeting the local market, grading in quality is not as clear a strategy as targeting export and urban special markets. Price differentiation by quality does not seem to work well but the price in the local market tends to be unified by the balance between the demand and supply. In these cases, farmers should aim to shift the cultivation time so that they can bring the produce to the market when the supply is low, resulting in an increase in the market price.

(3) Approach according to the Different Market

In order to promote market-oriented agriculture for small-scale farmers, a suitable approach adapted to the characteristics of the market should be developed so that the extension work can really help farmers to increase their income. The ISMAP Approach, explained below, is one way to achieve this aim. The table below summarizes how we can adjust this approach to assist small-scale farmers:

When targeting local markets, technical assistance would be carried out with both classroom training and demo-farm establishment/field training as has been practiced by the Ministry. One difference of the ISMAP approach from the Ministry's conventional extension practice is the selection of crops, which will be decided by the farmers according to the needs of market. Farmers capture the needs of the market by conducting a **market survey** prior to selecting crops. The ISMAP introduces the ordinary extension practice to incorporate the process of knowing the needs of market by farmers.

As for the export and urban special market, the Ministry will coordinate a **business dialogue**

between farmers and agribusiness companies which will facilitate the materialization of the contract farming. The agriculture cooperative is expected to organize small-scale farmers to make contracts with the companies. The companies would introduce the farmers to the inputs and technologies they want them to apply. The companies would provide the farmers with such inputs and technologies and the Ministry's extension engineers could coordinate with the companies for farmers to apply them.

Approaches according to the Characteristics of Agricultural Market in Egypt

Characteristics of Market	Approach	Technical Assistance
Local market: Farmers can sell their produce either to the local market directly or through traders. <ul style="list-style-type: none"> > There is high potential to sell at a higher price by shifting the cultivation period. > Farmers can sell their produce individually. 	<ul style="list-style-type: none"> ✓ Facilitate farmers to carry out market surveys to know the peak period so they can adjust the shipping period. ✓ Technique demonstration on demo-farm 	<ul style="list-style-type: none"> ✓ Provide opportunity for farmers to visit market ✓ Provide technical trainings and establish demo-farms
Export market / urban special market: It requires a contract with agribusiness companies to access to such markets. <ul style="list-style-type: none"> > Farmers need to focus on quality improvement to get a contract > Farmers need to organize a group to get a contract 	<ul style="list-style-type: none"> ✓ Facilitate business dialogue between farmers and companies ✓ Public and Private Partnership (PPP) 	<ul style="list-style-type: none"> ✓ The Agriculture Cooperative can coordinate with the companies and organize farmers. ✓ Cooperate between the public and private sectors <ul style="list-style-type: none"> • Public: farmer organization, coordination, technical guidance • Private: input provision, technical guidance, purchasing/shipping produce

(4) The SHEP Approach

When developing the market-oriented approach, the SHEP approach is referred to as a successful example. SHEP stands for **S**mallholder **H**orticulture **E**mpowerment **P**romotion. This project was implemented in rural Kenya from 2006 to 2009 and achieved a significant increase in the farm income of the target smallholders. SHEP is an approach focused on the capacity development of farmers and is designed as a market-oriented agricultural extension approach. The following describes the essence of the SHEP approach:

The SHEP¹ approach has two underpinning pillars as shown below: (1) Promoting farming as a business and (2) Empowering and motivating people via effective activity designs and tips. The first pillar – promoting farming as business – aims at creating an efficient local economy by sharing market and producer information among the market stakeholders. In other words, SHEP implements activities to mitigate the asymmetry of market information held by various actors in the market (***e.g. market surveys can mitigate the information gap between farmers and traders***).

On the other hand, the second pillar – empowering and motivating people – refers to theories on motivation, particularly the Self-Determination Theory (SDT) proposed by Edward Deci et al. The SDT identifies three psychological needs; namely the needs for

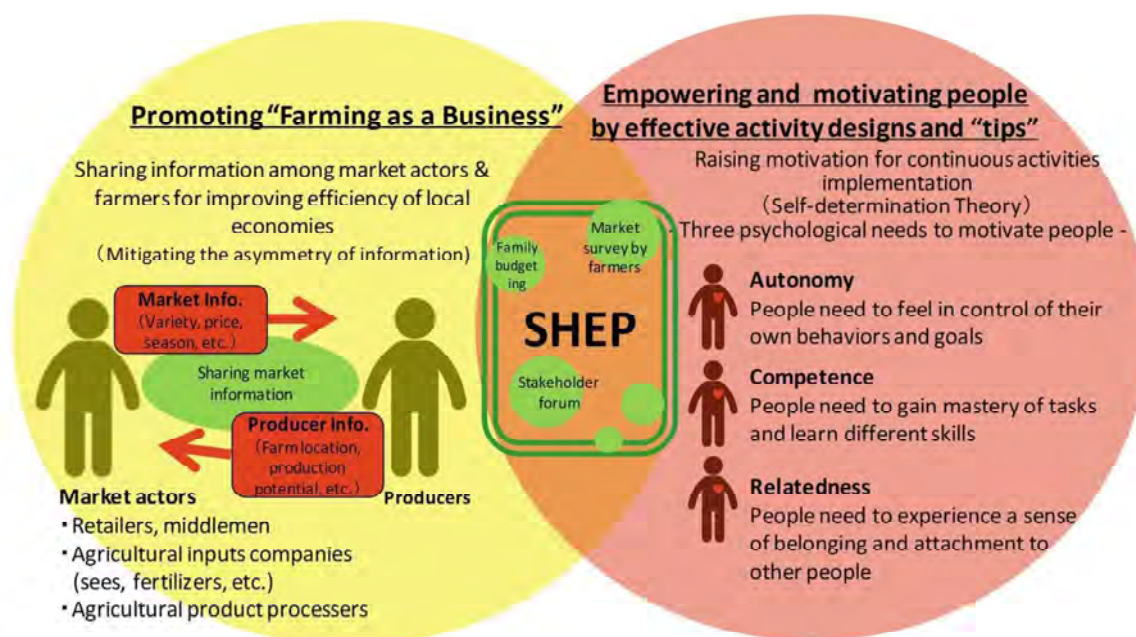
¹ The following paragraphs are quoted and arranged from "Introduction to the Psychology of International Cooperation, August 2016, JICA", and "SHEP Handbook for Extension Officers, March 2018, JICA"

autonomy, competence, and relatedness.

According to the theory, people feel motivated when their needs for autonomy, competence or relatedness are supported. In the case of SHEP, a series of activities are designed so that they can unlock farmers' motivation toward market oriented agriculture, taking into consideration these three psychological needs.

For instance, farmers are guided to conduct market surveys on their own so that they can feel in control of their own actions, supporting their need for autonomy. By carrying out market surveys successfully, the farmers also feel that they have gained mastery (skills and knowledge) of this particular task and have learned new skills, which supports competence. Finally, SHEP asks those farmer representatives who have conducted the market surveys to go back to their fellow farmers and share the results of the surveys with them. Through that process, the farmers feel a sense of belonging and attachment to their fellows which, in turn, contributes to supporting their psychological need for relatedness.

The originality of the SHEP approach rests on activities which fulfill the essence of both pillars.



Based on the SHEP approach, the ISMAP approach promotes changing the farmer's way of thinking from "Grow and then sell" to "Grow to sell" i.e. knowing the demand of the market before selecting crops to grow. This helps to nurture the farmer's business. The activities are designed so as to raise the motivation of farmers using the three psychological needs discussed above; autonomy, competence and relatedness.

References on SHEP are available from the following URL:

"SHEP Handbook for Extension Officers, March 2018, JICA":

<http://libopac.jica.go.jp/images/report/12304077.pdf>

From "Introduction to the SHEP Approach (JICA)

The Smallholder Horticulture Empowerment and Promotion (SHEP) Approach is an innovative development modality developed by the joint efforts of the Kenyan and Japanese governments. The approach has been effective in raising smallholder farmer incomes from horticulture as it develops both the technical and managerial capacity of farmers to practice market-oriented horticultural farming.

Some of the unique characteristics of the approach include conducting market surveys by farmers themselves, establishing business linkages between farmers and business service providers, and promoting gender equality with a clear purpose of strengthening farming couples' relationships as "partners for farm management".

As the result of the approach, the farmers' income from horticulture has grown significantly and their livelihoods have improved not only during the intervention period, but also for years after the intervention. The farmer groups are now self-reliant and creative in expanding their horticultural farming businesses.

Success strategy: a farmer practiced based on the market demand observation



Most of the farmers are cultivating green beans nowadays. So, I decided to try to sell my produce later than usual harvesting time by making cultivation delayed for a few weeks.

What did he do?

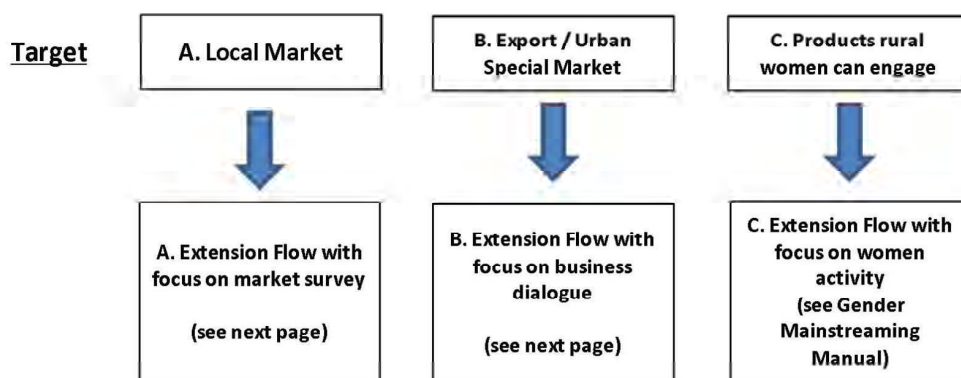


OPERATION METHOD

(1) Category of Extension Flow

The ISMAP approach is practiced using a set of activities along with the "Extension Flow". The ISMAP approach has been developed with the context of market characteristics and the rural society of Egypt in mind. As a result, the extension flow has been designed to address three categories: A) flow to mainly target local market, B) flow to target export/ urban special market, and C) flow to target products that rural women can engage with as the main actor.

The primary extension flow is designed to target local markets, and then the flow to target export/urban special markets can be implemented independently from the primary extension flow. In rural areas in Upper Egypt, women are most often not allowed to participate in farm work on the fields. Under such circumstances, a flow to support rural women is applied to the activities in which women can engage with as the main actor.

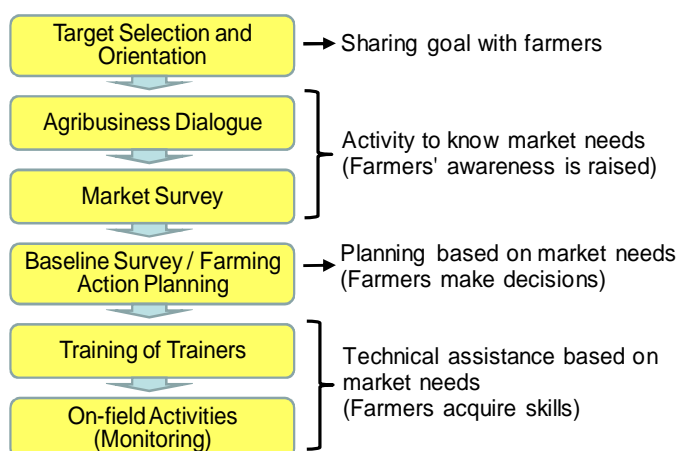


Three Categories of Extension Flow in ISMAP Approach

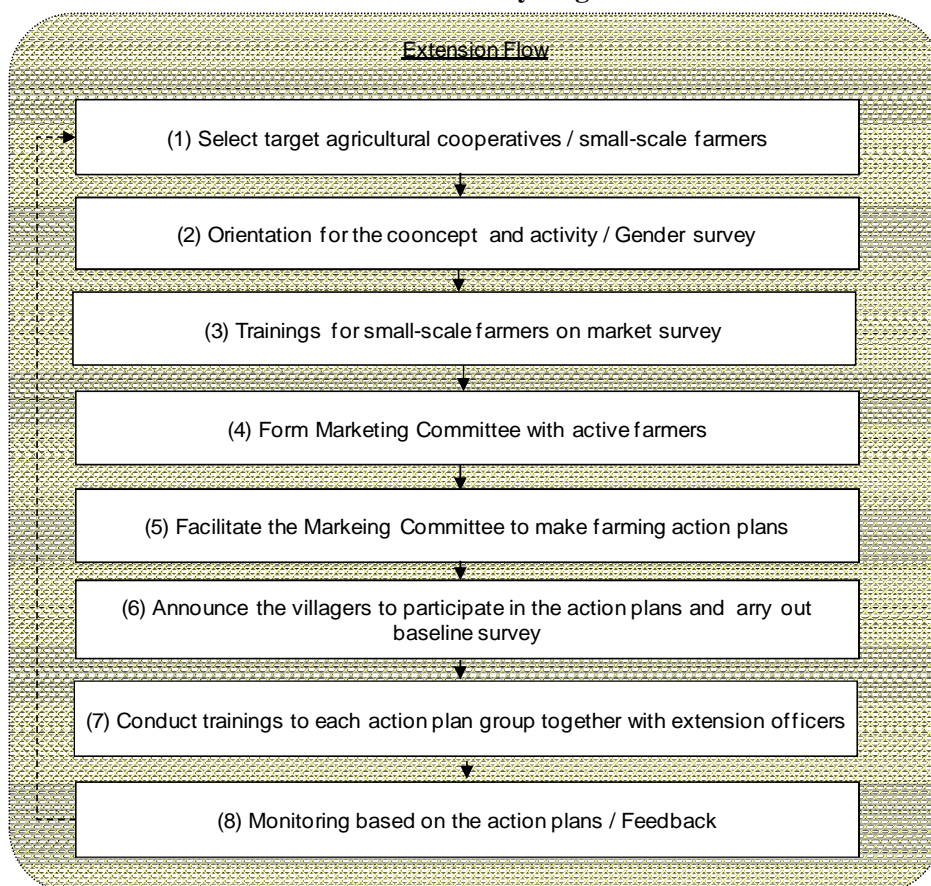
(2) Basic Features of Extension Flow

The extension flow is constructed into four stages; 1) target selection and sharing the vision and purpose of the activity, 2) awareness creation, especially awareness of market needs, 3) planning of farming activities based on the market needs, and 4) technical assistance required according to the market needs.

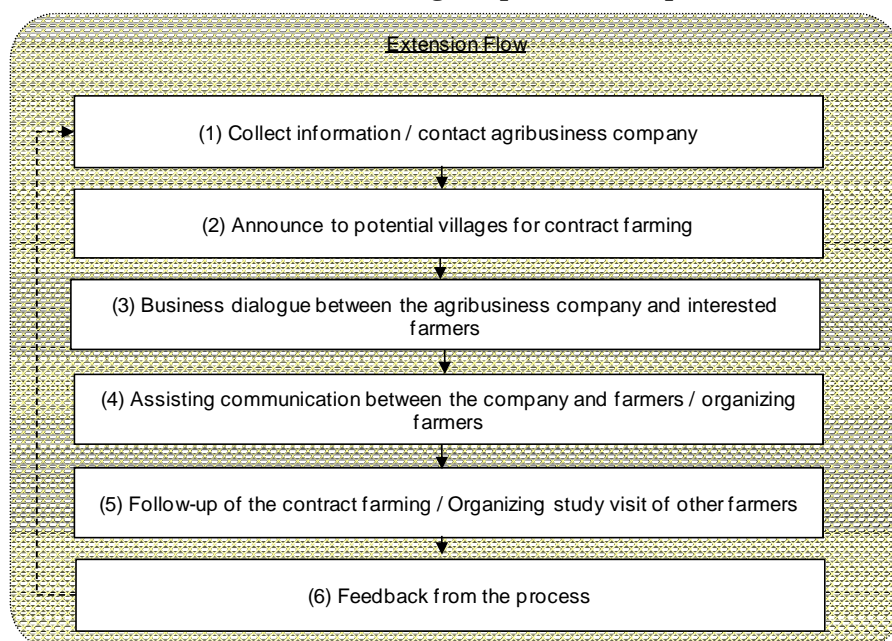
The above three categories of extension flow follow this basic outline. For (A) targeting the local market and/or (B) targeting the export/urban special market, the formation of a Marketing Committee with active farmers is proposed in the course of action. The Marketing Committee will facilitate effective decision making and coordination between farmers and extension engineers. The detailed extension flows are shown below.



A. Extension Flow to mainly target the local market



B. Extension Flow to target export / urban special market



(3) Timing of Implementation

The timing of the implementation is subject to the crop season and the programming of the agricultural extension. The Extension Flow, therefore, should start with the selection of the target villages from around three months before the cultivation season starts so that the field technical training can be carried out before the winter crop is planted. The training program will be incorporated to the extension program of the CAAE. Therefore, the extension flow for the summer crop season should start from late December to catch up with the extension programming of the CAAE for summer crop.

The selection of the target villages should be completed by mid-July for the winter crop season and mid-January for the summer crop season. After the target villages are reported to CAAE and CAAC, the orientation should start immediately and the market survey, marketing committee formulation and farming planning should be completed within 4 weeks. After the target crops are selected, it should be reported to CAAE and technical training can start. With this schedule, the technical training can be administered in September for the winter crop season and in March for the summer crop.

Activity / Timeline			Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Winter Crop														
Summer Crop														
Implementation by Governorate Level														
1	Share goal with farmers	Select target agricultural cooperatives / small-scale farmers												
		Orientation for the concept and activity / Gender survey												
2	Farmers' awareness is raised	Training for small-scale farmers on market survey												
		Form Marketing Committee with active farmers												
3	Farmers make decisions	Facilitate the Marketing Committee to make farming action plans												
		Announce the villagers to participate in the action plans and carry out baseline survey												
4	Farmers acquire skills	Conduct trainings to each action plan group together with extension officers												
	Follow-up and monitoring	Monitoring based on the action plans												

Timeline of the Extension Flow Activity

(4) What Is Introduced to the Existing Agricultural Extension System?

- **Identification of the needs of farmers:**

In the existing extension system, the Agricultural Extension Sector collects information about farmer's needs through the village extension officers who communicate with the farmers ⇒ District extension office ⇌ Governorate extension office ⇌ Central Administration for Agriculture Extension.

The new system is similar but at the front level, the market survey and farming plan will facilitate to identify the needs of farmers in order to match them with the needs of market. At the same time, the process of need identification works as capacity development for farmers to become aware of the market.

- **Introduction of business dialogue:**

This is a new activity for the Agricultural Extension Sector. It was introduced in order to improve the marketing system of agricultural produce both for export and the urban special market. Public-private partnership with agribusiness companies would help this extension work to be more effective. For example, companies may provide their own agricultural engineers and extension engineers who can develop special techniques for cultivation to meet the needs of the company, i.e. export / urban special market.

- **Establishment of Marketing Committee:**

A Marketing Committee with active farmers is established in the course of implementing the extension flow. The Marketing Committee will assist in effective decision making and coordination between farmers and extension engineers. The objective and mission of the Marketing Committee is described below:

Objective and Mission of Marketing Committee

Objective:

To help acquiring the opportunities to get the technical trainings from the Ministry of Agriculture and Land Reform and /or other organizations and to make contract farming as a group of farmers in the village with the agribusiness companies, thereby contributing to the income increase of the farmers in the village

Mission:

To facilitate the farmers in the village to form a group to enjoy the benefit of collective work such as inviting agricultural engineers for receiving trainings and inviting agribusiness companies to make contract farming for better marketing.

Formation:

Active and Willing farmers will be gathered through implementing the extension flow of the ISMAP Approach (8-10 farmers). The Agricultural Extension of the Ministry and Village Agricultural Cooperative will help form the Marketing Committee as a sub-group of the Agricultural Cooperative.

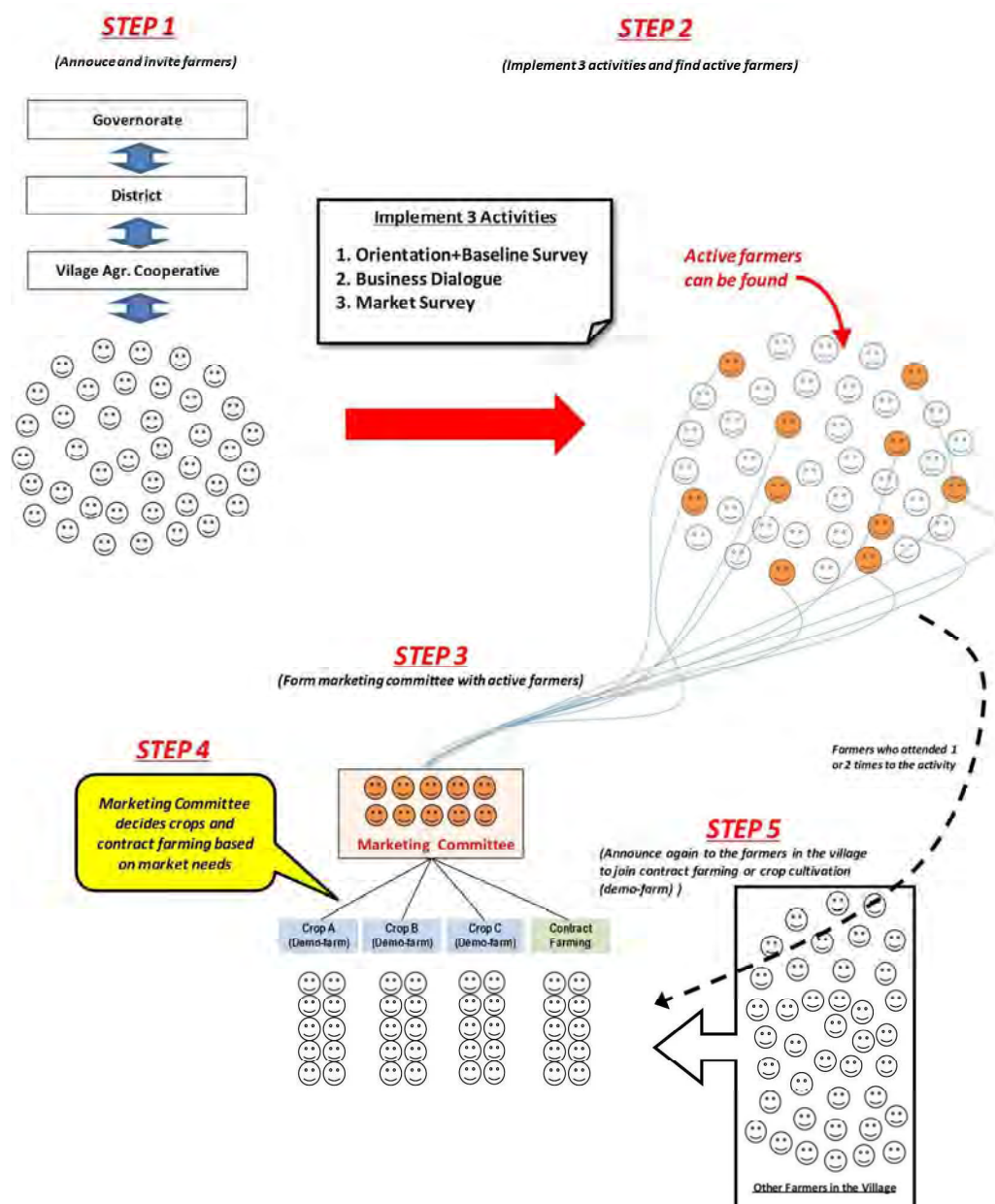
Activity:

- ✓ To formulate farming plan (selection of crops and techniques to apply) based on the needs of market, which will be obtained through the market survey.
- ✓ To work as link between farmers in the village and officers of the agricultural cooperatives and MALR officers and request the MALR to provide technical trainings according to the farming plan it made.
- ✓ To facilitate farmers in the village to form groups for different crops under the supervision of the agricultural cooperative to negotiate with agribusiness companies to make contract documents and follow-up the implementation of the contract.
- ✓ To disseminate useful information to the farmers in the village in cooperation with the village agricultural cooperative (e.g. market information, cultivation technics, reliable source of agricultural inputs and cultivation area of crops in the village).
- ✓ To encourage farmers to attend seminars, trainings and business dialogues and facilitate any collective work, which will benefit to the farmers in the village
- ✓ Others identified by the Marketing Committee itself

Remark:

Marketing Committee may be registered based on the Agricultural Cooperative Law: board members of the cooperative shall hold meetings to approve it and inform the result to the District and Directorate offices.

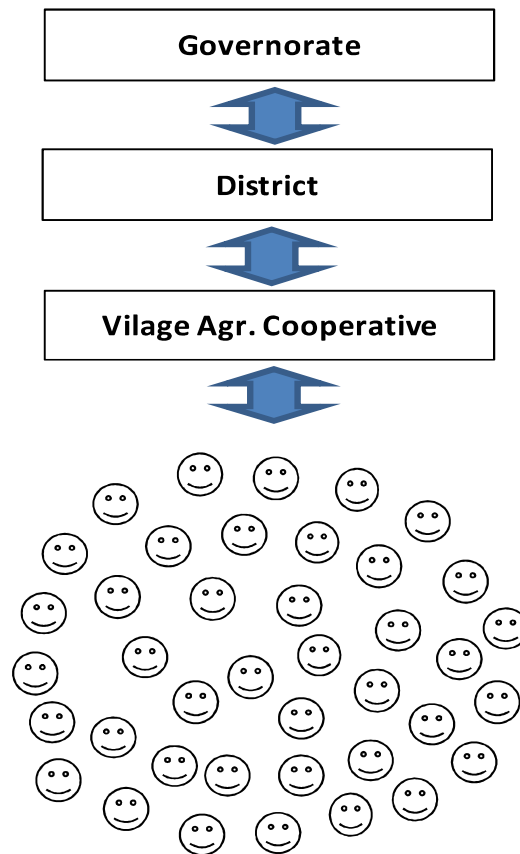
OVERALL EXTENSION FLOW



1. Start the activities with interested farmers.
2. Run through the activities twice including the orientation and market survey.
3. Identify the farmers who have been active and reliable in their participation.
4. Form a Marketing Committee with the active farmers and the district/cooperative officers.
5. This committee will make a plan, both for contract farming and technical training on the demo-farm.
6. Encourage the farmers in the village to participate in these activities.
7. Implement baseline survey.
8. Carry out the activities planned by the Marketing Committee.

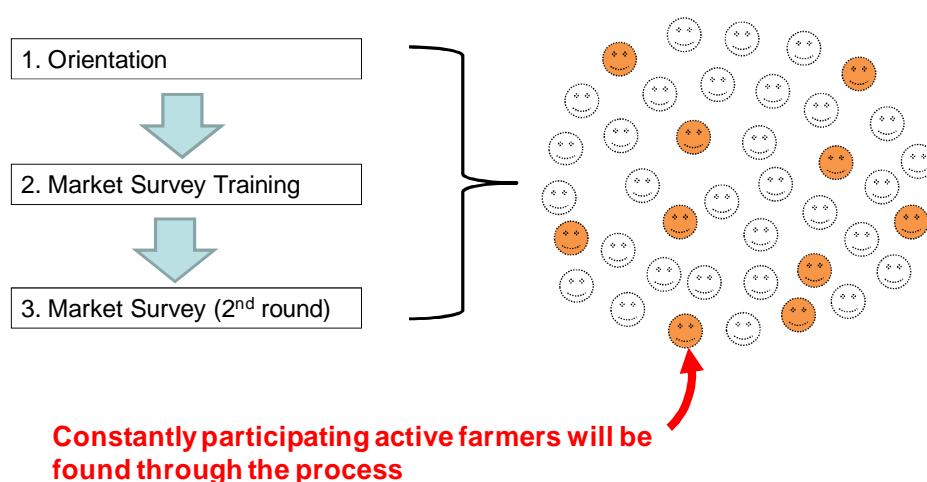
STEP 1: Selection of Target Agriculture Cooperative and Small-Scale Farmers

(Announce and invite farmers)



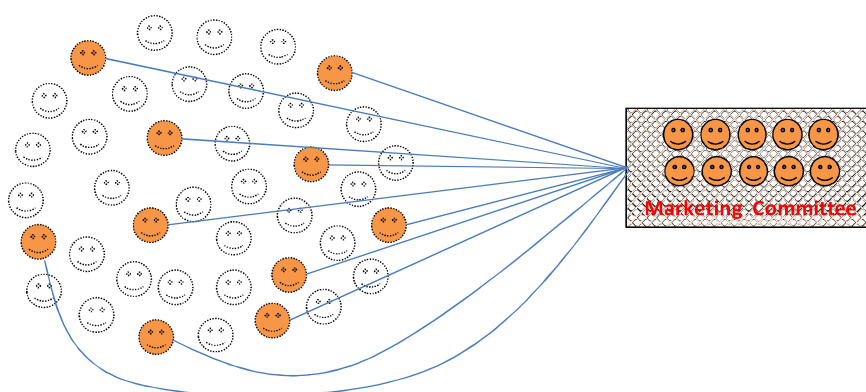
1. Initial meeting with all village cooperatives in a district to introduce and explain the activities.
2. Provide questionnaire i.e. application form to the cooperatives who are interested in participating in the activities.
3. Receive and evaluate the questionnaires; Interview the officers from the top three cooperatives; Finalize the selection.
4. Request the selected cooperative to hold meeting with the farmers in the village and inform them about the activities
5. List the farmers who are interested in the activities, with a target of at least 30 male farmers and 10 female farmers.

STEP 2: Market-oriented Activities / Screening of Active Farmers



1. Do the first activities i.e. the orientation and market survey. It is recommended that the market survey should be carried out twice in order to increase levels of participation and to assist in identifying the most active farmers.
2. Keep the attendance lists for each activity to know who is consistently participating in the activities.
3. Identify the most active and constantly participating farmers.

STEP 3: Form Marketing Committee

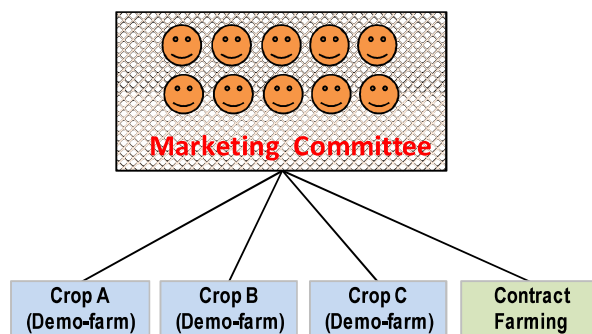


Form a **Marketing Committee**:

Members: Active farmers and Village Agr. Cooperative officers

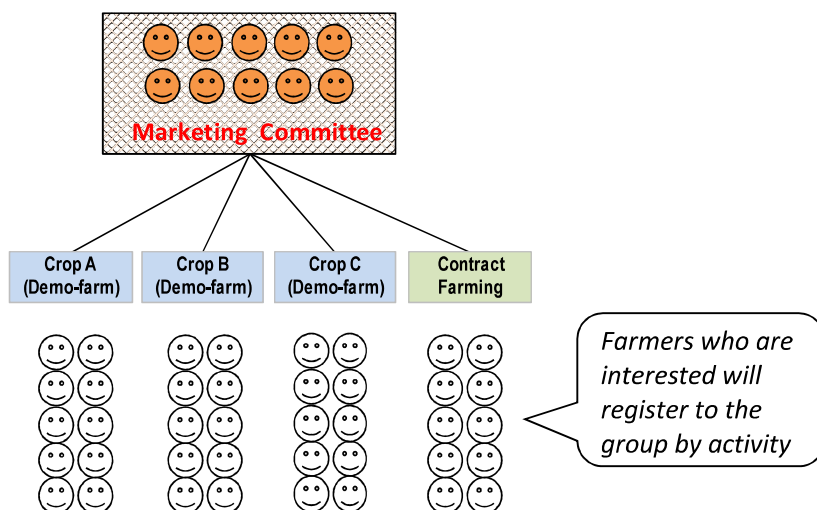
Supervision: District and Directorate

STEP 4: Farming Plan Based on the Market Needs



The Marketing Committee decides the crops for requesting technical training and the company to negotiate for contract farming

STEP 5: Participation of Other Farmers



1. The Marketing Committee with the help of Agriculture Cooperative encourages the farmers in the village to participate in the planned activities.
2. Farmers register for the interesting activity.
3. Implement Baseline survey.
4. Directorate/District provides technical training and establish the demo-farm.
5. Directorate/District supervises the contract farming.



STEP 6: Training of Trainers

STEP 7: Technical Trainings for the Target Small-scale Farmers

STEP 8: Monitoring and Feedback to the Extension Flow

VOICES OF FARMERS



Mr. Ashraf Kamel (Carrot demo-farmer)
Manshet El Maghalka village, Mallawe district, Minia governorate

He had three times of field training in corporation with the cooperative head and had many farmers who came to see his field. The cooperative head would like to expand carrot cultivation in the village, since there are several pickles factories to sell. The yield from the demo-farm field reached 30 ton / fed, which is really good. The variety cultivated in the demo-farm is French variety, which is suitable as a material of pickles. He cultivated turnip together in the same field, which was also for pickles factory. He examined the price offered by several pickles factories, including the one located in Assiut Governorate, and decided to which factory to sell



Mr. Ali Abd El Ghani Mohamd
Tetalia village, El Kosya district, Assiut governorate

I've cultivated cucumber for half feddan intercropping with sunflower. The cucumber type was US Hybrid. I've got the highest productivity. I cultivated it on 17th March early on and I was able to get high price. I've got three tons or more from half feddan. The sunflower productivity was good as well. It was still half feddan productivity. We thanked the JICA Team for their financial and technical support. All people came to our farm to watch cucumber and all has got a benefit. All people including me cultivated cucumber again this year and I got a good production again.



Mr. Sayed Ahmed Sayed
Head of Agricultural Cooperative in ManFlood village, ManFlood district, Assiut governorate

The Project introduced the TOT program to the agricultural extension engineers in the village with regards to many different types of crops. Particularly, we gained experience of soybean cultivation through the Project activities. The Project helped us to spread out the information about soybean cultivation to the farmers in the village. Now, a number of farmers start to cultivate soybean in the village.



Mr. Nasser Tawfik
Gendaya village, Beni Mazar district, Minia governorate

On the demo-farm of tomato, field training was carried out for three times. Also many farmers came and saw the demo-farm as it is located beside the road, it is easy for people to notice the demo-farm with its signboard. The new variety of tomato demonstrated in the farm performed higher yield and this fact is encouraging me to grow this new variety again.



Mr. Ibrahim Abd EL Kader
Arab El Kadadeh village, El Kosya district, Assiut governorate

My name is Ibrahim Abd EL Kader from El Kosya district, Arab El Kadadeh village. I have cultivated sesame demo-farm. The production was perfect. Thanks God. The harvest was perfect and increased. All was perfect. Thanks God.



Mr. Atta Labe Megaly
Kom Matai village, Matai district, Minia governorate

"At the beginning, we visited the markets to study the supply and demand and it was helpful to us. We have visited the market in Minia. Then we decided to cultivate cucumber based on market demand, after getting information about demanded variety and peak month. So the visit to the market was important. The project also provided training for us. Researchers conducted the training. The training covered many crops. All this was helpful to the farmers.



DETAILS OF EACH ACTIVITY



Detail Procedure for Each Step: (A) Targeting Local Market

STEP1: Selection of Village Agricultural Cooperative and Target Small-scale Farmers

1. Timing of Implementation

Winter Crop	Mid-June to Mid-July
Summer Crop	Mid-December to Mid-January

2. Output

- Interested village agriculture cooperative is selected.
- Interested small-scale farmers in the target village are selected.

3. Preparation

3.1 Preparatory Work

Target districts for the year are already identified in the Governorate Extension Plan. One target village agricultural cooperative is selected in each target district according to the selection criteria. Details of this preparatory work are as follows:

(1) Selection of the village agriculture cooperatives

- 1) Preparation of explanatory meeting materials to the agriculture cooperatives
- 2) Preparation of application form for the agriculture cooperatives
- 3) Agreement of the selection criteria i.e. scoring weight of the items in the application

(2) Selection of target small-scale farmers

- 1) Preparation of selection criteria for selecting target small-scale farmers

3.2 Materials

(1) Selection of village agriculture cooperatives

- 1) Introduction paper for the Project/PPT presentation slides
- 2) Flip chart to show the Extension Flow
- 3) Application form for the agriculture cooperatives/Table for scoring

(2) Selection of target small-scale farmers

- 1) Leaflets and signboard for advertising the Project
- 2) Flip chart to show the Extension Flow

4. Practice

a) Selection of village agriculture cooperatives

- 1) Firstly, the Implementation Unit at the Governorate level invites the representatives from all the village agricultural cooperatives in the District for an explanatory meeting to present the outline of the activity.
- 2) At the meeting the Unit requests that the cooperatives who are interested to participate in the activity submit their application form.
- 3) After the application forms are submitted to the Unit within the set deadline, the Unit scores the application forms according to the agreed criteria and lists the cooperatives in order of

total score. The box below summarizes the selection criteria:

Selection criteria for village agriculture cooperatives

- 1- Village cooperative which has an active board of directors
- 2- Village cooperative which has a sufficient staff
- 3- Village cooperative which has sufficient financial asset
- 4- Village cooperative which has women extension officers
- 5- Village cooperative which has no objection to promote women activity
- 6- Village cooperative which has the big number of member farmers

- 4) The Unit visits the top 2 or 3 cooperatives and interviews the personnel of the village agriculture cooperatives to confirm their understanding and willingness to participate in the activity.
- 5) The Unit approves the selection of the cooperatives.
- 6) The Unit reports the selected village agricultural cooperatives to the Unit at the Central level.

b) Selection of target small-scale farmers

After the approval of the Central level, the Unit instructs the selected agricultural cooperatives to choose around 40 target small-scale farmers, and around 10 target women in cases where the selected village also involves female activity, according to the manageability of the cooperative. The Unit provides the selection criteria to the cooperative but also allows the cooperative to add their own criteria according to their needs.

- 1) The Unit firstly explains the criteria used to select the target small-scale farmers and women to the cooperative staff.
- 2) The Unit asks the village agriculture cooperative and District officers to hold a joint public meeting to advertise the Project to the villagers. At the public meeting, the leaflet of the Project would be distributed.
- 3) The cooperative will register the farmers who report to the cooperative and evaluate them to see if they meet the criteria.

<Tips>

<Selection of agriculture cooperative>

- Focus on the interest of the cooperative and their opinion of gender mainstreaming and less on basic information, since the basic information has been kept at the Governorate Agriculture Office and as long as the cooperative has met the minimum requirements, it is more important to consider their willingness.
- Carry out lectures on gender mainstreaming at each meeting, so that all the extension officers can explain about the gender mainstreaming and they can consider including activities which women can do by their own initiative.
- The Village Agricultural Cooperative needs to provide enough room space for the meetings.

<Selection of target small-scale farmers>

- Request the attendance of the board members, the head of big-families in the village and other representatives of the village to the public seminar to well disseminate the information.
- Set a time limit to start the activities and not wait until the number reaches 40 as we can add the new comers to the target. This will keep the timeline under control.
- Putting up a signboard about the activity at the village agricultural cooperative office will encourage the staff.

STEP2: Orientation for the Concept and Activity / Gender Survey

1. Timing of Implementation

Winter Crop	1st Week of August
Summer Crop	1 st week of February

2. Output

- The concept and activities of the project is understood by the target small-scale farmers.
- The situation of gender i.e. the role of men and women, etc., is understood among the stakeholders.

3. Preparation

3.1 Preparatory Work

Arrangement of meeting at the target village:

- 1) Preparation of explanatory meeting materials to the small-scale farmers and women
- 2) Preparation of gender survey materials
- 3) Arrangement of the venue and date of meeting
- 4) Inviting the target small-scale farmers and women through the village cooperative

3.2 Materials

- 1) Introduction paper of the Project / PPT presentation slides (**attached CD**)
- 2) Gender survey format (flip chart)
- 3) Flip chart to show the Extension Flow
- 4) PC + Projector, extension cord for electricity
- 5) Stationery (pens, tapes, etc.)
- 6) Refreshments for the meeting

4. Practice

a) Orientation (Explanatory meeting)

- 1) Register the attendants on the participant list while waiting for all the people to arrive
- 2) The Unit presents the outline of the project and explains the Extension Flow (**shown on Page-7**) step by step. Questions and answers are also exchanged.
- 3) The schedule of the next activities will be discussed and decided.

b) Gender survey

At this meeting, the Unit will explain about the concept and activities of gender mainstreaming. Then the Unit will hold a workshop about understanding the gender situation in the village. In this workshop, the role of men and women in agriculture, control of assets, decision making, and the daily calendar of men and women are assessed through a discussion with both male and female participants.

- 1) The Unit firstly explains about the concept of gender mainstreaming and related activities. (**See Women Empowerment Activity Manual**).
- 2) Questions and answers are exchanged. At this time, consider the balance of male and female participants and give all an equal opportunity to talk.

- 3) Then the Unit facilitates a discussion of the role of men and women in agriculture, decision making, asset control, daily calendar, etc. **(See the attached format)**. A post-it or flip-chart would be used to display the output of the discussion. Also consider the balance of male and female participants and offer them equal chance to talk.
- 4) The results will be typed and printed and used as a reference for the the women's activity planning.

<Tips>

- Use photos of the past activities in each step, so that the participants can easily understand what the project will do.
- Make sure that the provision of the activity is not from free inputs but from technical assistance.
- Put up the Chart of Extension Flow on the wall of the cooperative office so that the process of the activities will be easily understood by the farmers and people can always be reminded of the flow by seeing the chart.
- Female participants tend to ask a representative woman to talk on their behalf. This is the most effective way for women to express their opinions at the public meeting with men. Accept this style of talk by female participants.



Orientation in Minia

Format for Gender Awareness Creation

1. Roles and Responsibilities of Men and Women in Agriculture

1.1 Main activities for males

Crop: [example. Tomatoes]	Male	Female
Land preparation	<input type="radio"/>	
Seedling preparation	<input type="radio"/>	
Transplanting	<input type="radio"/>	
Fertilization	<input type="radio"/>	
Pesticide application	<input type="radio"/>	
Irrigation	<input type="radio"/>	
Harvesting	<input type="radio"/>	<input type="radio"/>
Packing	<input type="radio"/>	<input type="radio"/>
Transporting to collection point	<input type="radio"/>	

1.2 Main activities for females

[example. Cow breeding]	Male	Female
Feeding	<input type="radio"/>	<input type="radio"/>
Cleaning		<input type="radio"/>
Milking		<input type="radio"/>
Selling dairy products		<input type="radio"/>
Health care	<input type="radio"/>	
Moving cows from field to home	<input type="radio"/>	<input type="radio"/>

2. Decision Making

Subject	Male	Female
Crop selection	<input type="radio"/>	
Buying inputs	<input type="radio"/>	
Selling produce	<input type="radio"/>	
Where to sell produce	<input type="radio"/>	
Children's education	<input type="radio"/>	<input type="radio"/>

3. Access & Control in your family

Subjects	Access & Control (Who can use it and control it)	
	Male	Female
Land	<input type="radio"/>	
Farm tools	<input type="radio"/>	
Income from farming	<input type="radio"/>	
Income from dairy products		<input type="radio"/>
Income from poultry		<input type="radio"/>

4. Men & Women's Daily Calendar

Male		Female	
Wake up	6:00 am	Wake up	5:00am
Breakfast	6 to 7am	Prepare breakfast	5:30 to 6 am
Go to field	700 am	Breakfast	6 to 7 am
Go back home	1:00 pm	Prepare food and do housework	7 am to 1 pm
Lunch	1 to 2 pm	Lunch	1-2 pm
Rest	2 to 4 pm	Continue work at home	2-3 pm
Go to field again	4 to 7 pm	Rest	3 to 4 pm
Dinner	7 pm	Cleaning the house & taking care of the children	4 to 6 pm
Sleep	11 pm	Prepare dinner	6 to 7 pm
		Dinner	7 pm
		Sleep	12 pm – 1 am

STEP3: Market Survey

1. Timing of Implementation

Winter Crop	2 nd Week of August
Summer Crop	2 nd Week of February

2. Output

- Market information is collected.
- Target small-scale farmers to understand market demand.

3. Preparation

The market survey is used to collect information to understand the demand of the market. The small-scale farmers would be able to cultivate the right crops at the right time to maximize their profits using evidence collected from the market survey. The results of the market survey will be used to make a farming plan.

3.1 Preparatory Work

- 1) Selection of target market
- 2) Preparation of survey format
- 3) Arrangement of visiting date
- 4) Coordination with relevant authorities to get permission for the market survey i.e. inform and make appointments with the wholesalers at the market about the visit
- 5) Preparation of materials for the market survey

3.2 Materials

- 1) Enough copies of the market survey form
- 2) Sample of the market survey form
- 3) Pens and clipboard

4. Practice

- 1) Discussions with district officers, village cooperative staff and the target small-scale farmers to decide the target market.
- 2) Ask the agriculture cooperative to deliver information about the market survey and confirm the number of participants for the market survey.
- 3) After deciding a target market, get permission from the authority which has responsibility for the market to avoid any problems. Also try to make appointments with the prospective wholesalers at the market for the survey.
- 4) Hold an introductory meeting at the village cooperative before taking the target small-scale farmers to the market. Explain the benefits of the market survey and the meaning of each question on the market survey form.



Market Survey at Market in Mlnia

Then confirm with the participants regarding what they know about the market and what information they want to get from the market survey.

Items for the Market Survey

Items	Purpose/ Remarks
Survey date and Market name	Information should be updated periodically so please do not forget to fill in the date of the survey.
Dealers' name and contact information	Contact information is important because you can confirm the information with dealers again if you need to ask any more questions. More importantly, dealers could be your potential buyers! Make sure to get their contact information.
Variety and quality aspects of crops	Be specific about preferable varieties. Get information about quality aspects affecting prices such as size, color, and packaging.
High demand season	Identify which season or month you can sell your produce at a high price.
Unit purchasing price	Confirm unit price as well as minimum unit.
Purchasing frequency	How often does a buyer purchase your product?
Payment condition	Confirm payment condition such as cash on delivery and payment duration, etc.
Possibility of selling crops to a dealer	The market survey is a good opportunity for you to find out about your potential buyers.
Others	You can ask about any challenges and potentials of your target crop.

- 5) Take target small-scale farmers to the market and divide them into small groups. Each group consists of 4 to 5 farmers.
- 6) Introduce yourself and explain the purpose of the market survey to the interviewees (wholesalers). Interviewees are sometimes not willing to give detailed information because they might suspect that the surveyors will investigate their business although we may make a prior appointment. For this reason, introducing the purpose of the market survey is particularly important at the beginning of the interview.
- 7) Interview several wholesalers to collect information. You can do the survey on the same crops with several different buyers so that you can compare differences between buyers.
- 8) Share the results of the market survey with other farmers. Agricultural cooperatives could disseminate the results of the market survey to their member farmers or they could post it on a bulletin board inside the agricultural cooperative.
- 9) **Repeat the market survey twice in order to provide more opportunities for farmers to participate. Repeating the market survey will help seek out active farmers to form the marketing committee.**

<Tips>

- The results of the Market Survey help the farmers to make a farming plan to practice "Grow to Sell" farming. Therefore, the results should be displayed, e.g. on the wall when holding the farming action planning workshop, so that the farmers can see the results when they plan.
- Primary target markets should be wholesale markets in target areas. This is because wholesalers have more detailed information about agricultural produce than retailers and traders.
- Wholesalers and traders are sometimes cautious to speak about detailed information. They might feel that the survey is like an inspection. It is a good strategy to begin the survey by explaining the purpose clearly and then move on to the detailed questions in a polite manner.

Sample of Survey Format

Survey place: Habashi Wholesale Market Date: / /

CROP	Tomato																																			
1. Details of dealer	Dealer's name:																																			
	x x x x x																																			
2. Variety and quality (any effects on price by size, packaging, etc.)	Variety:						Certification of good crop:																													
	Super Jackal						Medium size Rounded dark-red color																													
3. Season/month for peak demand	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td></tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td colspan="2" style="text-align: center;">←→</td><td></td><td></td><td></td></tr> </table>												1	2	3	4	5	6	7	8	9	10	11	12								←→				
1	2	3	4	5	6	7	8	9	10	11	12																									
							←→																													
4. Target crops dealers' daily sales quantity	100-200 kafas																																			
5. Where will the crops be sold? How do they grade the crops?	Retailers																																			
6. Method of payment to farmers (cash payment when they purchase, etc.)	Cash on delivery																																			
7. Possibility of selling the crop to the dealer (when they can purchase, any reasons they cannot buy the crop, etc.)	Possible any time																																			
8. Unit purchasing price	2.0 -3.0 LE/kg																																			

Other issues (e.g. Any difficulties, technical and marketing problems, etc.)
Some diseases on the crop and frequent price change

STEP4: Forming Marketing Committee

1. Timing of Implementation

Winter Crop	3 rd Week of August
Summer Crop	3 rd Week of February

2. Output

- The market Committee is formed with active farmers.

3. Preparation

After the activities of the orientation and market survey are carried out, it is likely that some active farmers will be identified. These active farmers can participate in a Marketing Committee which is designed to be a core of the planning and implementation for farming as business in the village.

Preparatory Work

- 1) Preparation for summarizing the list of participants from the beginning up to the final activity

4. Practice

- 1) Summarize the list of participants from the first activity to the last one
- 2) Identify the farmers who are consistently participating in the activities
- 3) Discuss with the district and village agricultural cooperative officers to identify the active farmers on the participant list.
- 4) Invite those active farmers to the meeting at the cooperative and discuss the formation of the Marketing Committee and its roles and responsibilities
- 5) With input from the farmers who agree to be the member of Marketing Committee, make a regulation for the Committee and select the chairman for the Committee



Marketing Committee formed first time (Assiut)

STEP5: Facilitate the Marketing Committee to Make Farming Plans

1. Timing of Implementation

Winter Crop	4 th Week of August
Summer Crop	4 th Week of February

2. Output

- The Marketing Committee prepares farming action plans based on the information about market needs obtained from the project activities.

3. Preparation

3.1 Preparatory Work

To make the farming action plans, the Unit facilitates the Marketing Committee to make farming action plans. A workshop with the Marketing Committee shall be held at the village agricultural cooperative office to make the farming action plans.

- 1) Preparation of market survey results by flip chart
- 2) Preparation of farming action plan format

3.2 Materials

- 1) Flip chart and handout to show market survey results
- 2) Flip chart and handout to show business dialogue results
- 3) Stationery for workshop (flip chart, pens, tapes, etc.)

4. Practice

The workshop for farming action plans will be held at the village agriculture cooperative. The Marketing Committee will gather and discuss the selection of crops and prepare an action plan for each crop to set the target market e.g. where to sell, and the target income with the assistance of the extension officers.

This activity will be a process of decision making for farmers to identify the crops and techniques and to request technical assistance. Therefore, it is recommended to include farm management training in this activity. .

<Tips>

- A review session of previous activity will be carried out at the workshop so that the participants can refresh their memory and reflect on what they learned from the previous activity before applying it to the farming action plan.
- The results of the market survey should be displayed on the wall of the workshop venue so they can utilize the information from the market survey in the farming plan.

Sample Agenda

1. Review Session (10:00 – 10:30)

- Explain which step we are on now
- Show the results of the market survey and share the information among the participants
- Explain that the Marketing Committee will decide what to cultivate and will make a farming action plan based on the market information obtained so far
- Explain that the Governorate/District Agricultural Directorates will create the plan for technical assistance e.g. training contents and schedule, based on the farming action plan to be made by the Marketing Committee

2. Discussion of the Target Crops

- The Marketing Committee will select crops to cultivate for the next crop season.
- Discuss the target production, target price, and where to sell the produce using the form below on Flip Chart.

Major Target Crops

Crop (variety)	How many to select	Where to sell	Target Yield (t/fed)	Target selling price (LE/kg)	Target Gross Income (LE/fed)

3. Confirmation of Filling the Farming Plan Format

- Based on the discussion of the target crops, a detailed farming plan will be made for each crop.
- The extension officers help the Marketing Committee to complete the plan.

Sample Format: Farming Action Plan (Crop Analysis)

Date: _____ Village: _____ District: _____

	1 st Crop	2 nd Crop	3 rd Crop	4 th Crop
1. Crop Name				
1.1 Variety				
1.2 Planting month (Beginning, Middle, End)				
1.3 Harvesting month (Beginning, Middle, End)				
2. Farming Area (fed)				
3. Target Production (kg)				
4 Target Buyers/ Market				
5. Target Selling Price (LE/kg)				
6. Expected Total Income (LE)	(3×5)			
7. Production Cost	1 st Crop	2 nd Crop	3 rd Crop	4 th Crop
7.1 Land Rent Fee				
7.1 Seeds/ Seedlings				
7.2 Fertilizer				
7.3 Agrichemical (e.g. Pesticide)				
7.4 Irrigation				
7.5 Hired Labor				
7.6 Others				
8. Total Production Cost (LE)				
9. Net Income (LE)	(6 - 8)			

STEP6: Announce the Villagers to Participate in the Action Plans and Carry Out Baseline Survey

1. Timing of Implementation

Winter Crop	1 st Week of September
Summer Crop	1 st Week of March

2. Output

- A number of small-scale farmers are registered to the groups which are implementing the action plans made by the Marketing Committee
- The small-scale farmers understand their own agricultural situation through carrying out a baseline survey.

3. Preparation

After the Marketing Committee has formulated the farming action plans, the Village agriculture cooperative will announce the action plans to the villagers and will ask those who are interested in participating in the activity to register with the village agriculture cooperative. From the group of registered farmers, a production group by crop will be made and technical assistance will be provided. At the same time, the baseline survey will be carried out with the registered farmers. A plan for the demo-farm establishment and field training will also be prepared by the agricultural cooperative staff and extension officers.

3.1 Preparatory Work

- 1) Preparation of the baseline questionnaire
- 2) Arrangement of the registration of farmers
- 3) Arrangement of the baseline workshop
- 4) Preparation of materials for the baseline survey

3.2 Materials

- 1) Action plan format for the demo-farm and field training
- 2) Enough copies of the baseline survey form
- 3) Pens, calculators, and other stationeries
- 4) Refreshments for the survey meeting

4. Practice

(a) Announcement and registration of small-scale farmers to each action plan

- 1) Print out enough copies of action plans
- 2) Announce the public meeting at the village agricultural cooperative
- 3) Hold a meeting with farmers and the Marketing Committee: the Marketing Committee will explain their action plans which include external assistance from the Project i.e. training, demo-farm establishment, etc. They will also encourage farmers to register onto the action plan if they are interested.
- 4) The village agricultural cooperative will register the name of farmers according to the action plan i.e. crop in which they are interested and make lists of the registered farmers.
- 5) The Marketing Committee will organize these registered farmers into groups to implement the action plan.

(b) Baseline survey

The baseline survey focuses on the registered farmers in each action plan.

- 1) Hold explanatory meetings inviting district officers and village extension workers who will help the small-scale farmers to complete the questionnaire. It is therefore important to explain the purpose of the baseline survey and teach the farmers how to fill in the questionnaire during the explanatory meeting.
- 2) If there is any feedback on the questionnaire form at the explanatory meeting, modify the questionnaire form accordingly.
- 3) Hold a one-day baseline workshop at each target village.
 - Purpose: Implementation of the baseline survey
 - Participants: Small-scale farmers registered to the action plan. Village cooperative staff, extension workers, and district and governorate staff to help farmers fill in the questionnaire.
 - Venue: Village cooperative/village extension center

Sample Program

Time	Activities
10:30-10:45	Introduction of the Baseline Survey W/S
10:45-11:15	Explanation of the questionnaire form
11:15-12:45	Filling out the questionnaires
12:45-13:30	Collecting the questionnaires and checking data
13:30-13:45	Briefing about upcoming activities
13:45-14:00	Closing remarks

- 4) Begin the baseline workshop with introducing the purpose of the baseline survey to the participants. Explain that the baseline survey will allow them to understand their own situation and will also help the extension officers to monitor the effectiveness of the activity .
- 5) Distribute the questionnaire form. Ask village cooperative staff and district officers to help the small-scale farmers fill in the questionnaire. Some of the target farmers may be illiterate.
- 6) When collecting the questionnaires, make sure that all of the questions are answered and all the numbers make sense.
- 7) If it is difficult to finish surveying all of the farmers within a day, leave the questionnaires and collect them later.

<Tips>

- Farmers who did not register to the cooperative can still attend the training. Do not close the door. Welcome those who become interested at any time.
- The baseline questionnaire should be simple and easily understandable. This baseline survey will be a process for farmers to know their own current farming situation, i.e. an opportunity of awareness creation.
- It is recommended to hold a meeting to share the key results of the baseline survey with the target small-scale farmers.

Sample Form for training plan

Action Plan for Training at village: _____	
Target Crop (Activity):	
1. Target Trainees to register with Cooperative for this crop/technology	
Name of farmers:	Farming Area (fed)
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	
16.	
17.	
18.	
19.	
20.	
21.	
22.	
23.	
24.	
25.	
26.	
27.	
28.	
29.	
30.	

Target Crop (Activities) ()		
2. Training Subjects & Schedule		
Subjects	Schedule	Venue (Cooperative / Demo-farm / Extension center, etc.)
3. Remarks		

Governorate: (), District: (), Village: ()

Sample of Baseline Survey Questionnaire

Date: _____ Village: _____ District: _____

Farmer's Name	Age	Phone Number	Engaged in Farming (Full time/ Part time/ No)	Total Farming Area (fed)	Own (fed)	Rent from others (fed)

1. Family members (those who live together in the same house)

No. of Family members		No. of Family members in farming		Your Major Income Source (e.g. Agriculture/Pension/ Salary)
Male	Female	Male	Female	

2. Farming in 2014/2015 season

1.Crop Name	2.Variety	3.Season (Summer / Winter)	4.Cultivated Area (fed)	5.Total Production (kg)	6.Total Selling Amount (kg)	7.Average Selling Price (LE/kg)	8.Total Income (LE)	9.Total Production Cost (LE)	10. Net Income (LE)
							(6×7)		(8 - 9)

STEP7: Conduct Trainings to Each Action Plan Group together with Extension Officers

1. Timing of Implementation

Winter Crop	from September to October
Summer Crop	from March to April

2. Output

- Development of a training program to teach techniques to support farmers to cultivate the selected crops.
- The training program is conducted by the relevant extension officers/workers and they will be equipped with the techniques to guide and assist the farmers.

3. Preparation

3.1 Preparatory work

First of all, it is necessary to select training programs on appropriate skills development for the extension staff. The Unit arranges trainers in consultation with the Central Administration for Agriculture Extension, the Agriculture Research Centers and the Extension Department. Training of these trainers for the extension staff from the governorate, districts and villages is held at the extension hall of the Agriculture Directorate. The training can include farm management issues as well as gender related issues, and female extension staff are expected to attend the trainings.

- 1) Select agriculture techniques and develop a training program based on the action plans made by the Marketing Committee. Techniques should include cross-cutting issues such as crop residue utilization, farm management, and gender, as well as crop specific techniques.
- 2) Make the schedule for training and identify trainees.
- 3) Prepare the venue for the training i.e. lecture hall and practical training fields.
- 4) Identify the trainers, inform them about the training and get agreement from them to participate.
- 5) Request training materials from the trainers prior to the implementation of the training.
- 6) Print the necessary documents and materials for the trainees.

3.2 Materials

- 1) Documents/presentation materials of the training
- 2) PC, projector, and screen for the lectures
- 3) Notebook and pens for trainees
- 4) Transportation means for the field training
- 5) Equipment and devices for the practical training

4. Practice

(a) Training of Trainers (TOT)

Send the invitation and program to the trainers and trainees and make sure that all the trainees arrive on time on the program. The following is a sample training program:

Sample of Training Schedule (TOT)

No.	Date	Topic	Trainer	Subject	Materials	Data Obtained
1	29-Mar	Soybean	Dr. Nagat Abd Alla, Mallawe ARC	Varieties of soybean	Powerpoint	Hard Copy
			Dr. Gamal Abd El Aziz, Mallawe ARC	Processes of cultivation to increase production and quality	Powerpoint	
2	31-Mar	Intercropping with traditional and other crops	Mr. Hamdy, Assiut Agricultural Directorate	Suitable agricultural system which is suitable in Assiut Governorate	Powerpoint	Pumplet
			Dr. Gamal Abd El Aziz, Mallawe ARC	The role of intercropping and how to increase production and income	Powerpoint	Hard Copy
3	6-Apr	Medicinal and aromatic plants cultivation (Basil)	Dr. Atef Abdo, Assiut ARC	Varieties and processes of cultivation to increase production	Powerpoint	Have a file
			Dr. Adel Fahmi Ahmed, Assiut ARC	How to dry and process plants	Powerpoint	Have a file
4	8-Apr	Cucumber	Dr. Emad Foad, Assiut ARC	Processes of cucumber cultivation to increase production and quality plus Post harvest processing	Powerpoint	Have a file
		Tomato	Dr. Abd El Hakem, Assiut ARC	Processes tomato cultivation to increase production and quality plus Post harvest processing	Powerpoint	Have a file
5	14-Apr	Recycling agricultural waste	Dr. Emad Foad, Assiut ARC	How to produce bio-fertilizer from agricultural waste	Powerpoint	Have a file
			Dr. Abd El Hakem, Assiut ARC	How to produce non-traditional fodder and negative impacts caused by much chemical fertilizers	Powerpoint	Have a file
6	16-Apr	Mushroom	Ms. Marwa Mohamed (C/P of ISMAP)	How to produce the mashroom and its benefits and processing methods	Powerpoint	Have a file
			Mr. Hesham Yassin (Mushroom business)	Marketing of mushroom	Powerpoint	Have a file

<Tips>

- Inclusion of practical training such as visiting a field in the TOT program will be effective.
- It is recommended to invite some representative farmers as well as the member of the Marketing Committee to TOT so that these farmers can help extension officers conduct field training.
- It would be better to invite trainers from the local offices of Agriculture Research Centers unless the techniques to train are very special so that the follow-up of the TOT will be easier as they reside within the governorate.
- Conduct evaluation with the trainees to improve the training program. A evaluation sheet can be distributed to the trainees to record their impressions.

(b) Field trainings for all of the target small-scale farmers

- 1) Review the action plans of the Marketing Committee after TOT. Action plans should include training topics, training schedule, the names of trainees and trainers, and the training venue.
- 2) Review proposals for demonstration farms such as crops, cost, schedule, farmland owner, management system, and participants.
- 3) Supply agricultural input for demonstration farms and start monitoring.
- 4) Conduct training events such as farmers' field schools, field days, and exchange visits based on the action plans. The details of these training methods are discussed at the time of implementation.
- 5) Farm management training can be carried out at the premises of the village agricultural cooperative for all the target farmers.
- 6) A performance record at each training session should be recorded and reported through the extension office from District to Governorate.
- 7) Action plans for the field training could be reviewed in the process of implementation. The

training topics and schedule may be updated based on the farmers' demand and field situation.

<Tips>

- Carefully identify the location of demo-farm, placing it somewhere which is easy to access, such as along a main road, or in the middle of the farm lands of the village, etc.
- Be clear about how to manage demonstration farms before the target small-scale farmers establish demonstration farms in villages. Carefully choose the land owners of demonstration farmers and avoid exclusive benefits for land owners.
- Record technical training using the performance record and get feedback about the training from the target small-scale farmers. You can improve your technical training contents based on their feedback.



Field Training (Bany Mor Village in Assiut)

Sample of Evaluation Format (Training of Trainers)

Please evaluate the program. We would like to improve our program and your comments are highly appreciated.

	Question	Please tick one of them.			
		Very good	Good	Poor	Not useful
1	Do you feel that the subjects in the program are helpful for you when you train farmers as a member of the extension staff?				
2	Do you feel that the materials used in the program are easy to understand ?				
3	Do you feel that the materials used in the program can be used when you train farmers as a member of the extension staff?				
4	Do you feel that the trainer is suitable for the program?				
5	Do you feel that the training venue is suitable for the program?				
6	Please write down any good points of the program.				
7	Please write down any points of the program which need to be improved. .				

Thank you very much for your attention and cooperation.

Date: _____ / _____ / _____

Program name: _____

Sample of Field Training Performance Report

1. General Information about the Field Training

Date of the Training (D/M/Y):	/ /		
Name of the Village Cooperative:			
Names of the Village Extension Engineers:	Male: _____ Female: _____		
Topic of the Training:			
Number of Farmer Participants:	Male:	Female:	Total:

2. Section to be filled out by the Farmer Participants

Level of understanding of the Topic provided by the Village Extension Engineer:	How many of you understand today's topic? Please put the number of participants by level of understanding. Very well () / Well () / Poor () / Not useful ()
Comments about Today's Topic (Good points, any points which could be improved etc.):	

3. Section to be filled out by the Village Extension Engineer(s)

Mode of Training:	Lecture <input type="checkbox"/> Exercise <input type="checkbox"/> Demonstration <input type="checkbox"/> Other ()
Output of the Training:	

Observation about the Training:	
Suggestions:	
How to go forward::	
Signature of the Village Extension Engineer:	

4. Section to be filled out by the District Extension Engineer

Date of the Training (D/M/Y):	/ /
Observation about the Training:	
Suggestions and Comments:	
Name of the District Extension Engineer:	
Signature of the District Extension Engineer:	

5. Section to be filled out by the Governorate Extension Engineer

Date Received (D/M/Y):	/ /
Suggestions and Comments:	
Name of the Governorate Extension Engineer:	
Signature of the Governorate Extension Engineer:	

6. Section for ISMAP Use

Date Received (D/M/Y):	/ /
Comments and Remarks:	

STEP8: Monitoring Based on the Action Plans

1. Timing of Implementation

Winter Crop	from October
Summer Crop	from April

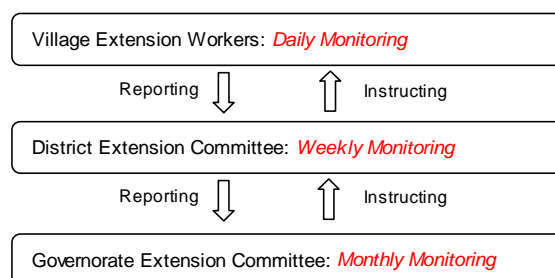
2. Output

- The project extension activities are monitored by the Unit and the extension officers.
- Feedback about the activity is collected from the farmers and extension officers and expressed to the Unit.

3. Preparation

This monitoring work is a part of the regular work of the agricultural extension. It should be considered as part of the usual work, not as any additional work.

The monitoring includes checking whether the village extension officers are implementing the series of extension activities properly as well as examining the impact of these activities on the target small-scale farmers. Feedback would be collected from the farmers and extension officers through monitoring, with an aim to improve the extension flow.



Standard Monitoring Set-up of the ministry

3.1 Preparatory Work

- 1) Preparation and establishment of monitoring committees at the governorate and district levels
- 2) Preparation of the monitoring form
- 3) Arrangement of the field visit
- 4) Preparation of meetings

3.2 Materials

- 1) Pens, files and other stationeries

4. Practice

- 1) Organize the monitoring committee at the village level to support daily monitoring. It is important for this village level committee to prepare the performance report form and keep records of the training given to target farmers and to note their farming record. A village committee reports their activities to a district committee periodically.
- 2) Organize the monitoring committee at a district level to assist the weekly monitoring. The main role of a district level committee is to supervise the village extension staff. They report the activities of the village extension staff to a governorate committee.
- 3) Organize the monitoring committee at the governorate level to conduct the monthly monitoring. They will supervise whole activities and communicate their experiences to the district and village monitoring committees.
- 4) When technical training starts in the villages, the extension officers record all of the activities,

and the village monitoring committee monitors all daily activities in the performance record and keeps track of the attendance lists whenever there is training. This progress is reported in the weekly action plans submitted to the district committee.

- 5) The district monitoring committees check all of the activity records and get feedback from the village monitoring committees. They visit the field if there are any problems and attend any planned events such as the field day or the harvest festival on the demo-farms. They report this progress as monthly action plans submitted to the governorate committee.
- 6) The Governorate monitoring committee checks the reports received from the district monitoring committees. They visit the fields in case there are any problems and attend any social events such as the field day or harvest festival
- 7) Hold a meeting with the village, district and governorate monitoring committees, and discuss how to improve the extension flow.



Field Day on a Demo-farm (Tetalia Village in Assiut)

Detail Procedure for Each Step: **(B) Targeting Export / Urban Special Market**

Extension Flow with the focus of Business Dialogue

1. Timeframe

The start time can begin whenever agribusiness companies contact the Agricultural Directorate.

2. Output

- The target small-scale farmers can get market information from the agribusiness stakeholders.
- The target small-scale farmers can negotiate with the agribusiness stakeholders for possible business deals.

3. Practice

STEP1: Collect Information / Contact Agribusiness Company

The governorate agriculture directorate collects the information about the agribusiness companies within the governorate and also in Cairo/Alexandria. The governorate can contact the companies one by one, but any occasion should be utilized to introduce the companies to the market-oriented agriculture promotion. Agribusiness companies may also demand to expand their business and may therefore need to get into contract with farmers working on old land. The company may then come to contact the governorate. When you communicate with the company, encourage the company to hold a business dialogue meeting with interested farmers.

How to Collect Information of Agribusiness Companies

	Local	Nationwide
Target Agri-business/ traders	Traders/food companies, processing factories, hotel restaurants/retailers/ inputs suppliers/financial institutions/ researchers, etc. Those who are operating within the Governorate	Nationwide food companies/food processing companies/exporters/ inputs suppliers/financial institutions etc.
How to collect information	- Chamber of Commerce in the - Governorate capital - Administration office of the industry zone in each governorate - District Agriculture Office/Agriculture Cooperative - Agriculture Research Center	- Business associations in Cairo - Other Development Partners - Check the name of the companies from the tag of produce at the supermarket - Website - Agriculture Research Center

STEP2: Announce to the Potential Villages for Contract Farming

After the directorate gets the request and information from the company, the directorate will inform the candidate villages via the District Agriculture Office. These villages should be selected according to the request of the company e.g. crops, location, etc. It is recommended to increase the number of villages put forward so that the probability of a successful business deal would increase.

The village agricultural cooperatives which receive the announcement would enter discussions with the board of directors of the cooperative and announce the results to the farmers in the village. If they achieve the desired number of farmers who are interested in contract farming, they will inform the directorate through via district. This critical number of farmers would depend on the request of the company as the company may have set a target amount for production. If only one farmer with one

feddan is available for contract farming, it may not meet the requirements of the company and therefore the company might choose to start with a pilot demo-farm. In such cases, even if only one farmer shows interest in one village, you can still invite this village to the business dialogue.

STEP3: Business Dialogue between the Agribusiness Company and Interested Farmers

1. Steps of the preparatory work will be as follows:

- 1) Set the target date for the agribusiness dialogue
- 2) List the villages to invite
- 3) Contact both the company and the villages and agree upon a date and time for the business dialogue meeting.
- 4) Reserve the venue and send the invitations to the stakeholders

2. Materials

- 1) Leaflet about the companies if available
- 2) Village profile (population, farmland, major crops and specialty crops, advantages for business people, and others): prepared on request by the villages
- 3) PC, projector, and presentation materials as required

When the date and time are decided, the Governorate Agriculture Office will inform the target village cooperatives through the District Agriculture Office. The village cooperatives will then coordinate with the target small-scale farmers to attend the dialogue.

A sample agenda is shown below:

Sample Program for Dialogue with Agribusiness Stakeholders

Time	No.	Program contents
10:00~10:05	1	Introduction
10:05~10:10	2	Opening remarks
10:10~10:30	3	Introduction of each village by the village agricultural cooperative officer or a representative farmer
10:30~10:50	4	Presentation of the agribusiness company for contract farming
10:50~11:50	5	Questions & Answers
*****Tea Break (discussion among farmers)*****		
12:20~12:50	6	Discussion on next step and schedule with interested villages
12:50-13:50	8	Closing and Lunch

Give farmers time to discuss amongst themselves whether they wish move into a contract with the conditions the company offers. This discussion can be combined with the tea break.

STEP4: Assisting Communication between the Company and Farmers / Organizing Farmers

From here, the communication should shift to being directly between the company and the farmers. However, the farmers should organize themselves collectively since the company cannot deal with individual small-scale farmers. In this event, either the governorate, district or village agricultural cooperative should be the intermediary between the farmers and company. The village agricultural cooperative should also organize the farmers as a group for contract farming with assistance from the governorate and district.

One important point is that the government should not be responsible for the contract between the farmers and company. The government should remain as a mediator for the proceeding deal and arbitration.

STEP5: Follow-up of the Contract Farming / Organizing Study Visit of Other Farmers

When the business deal is finalized between the farmers and company, the extension engineers will follow-up with the farmers. It is recommended to come to an agreement with the company about the role and responsibility of the government and its interaction with the company.

The contract agreement should be drawn between the company and the farmers or village agricultural cooperative as required. The government should not be committed on this contract agreement, but can instead make a memorandum with the company to agree on the roles of each party. If the company requests that the extension engineers to follow-up, these conditions should be written on this memorandum. The role of the government in terms of the technical assistance to the farmers would differ according to the preference of the company. Therefore, the memorandum should be unique and tailor made for each case.

STEP6: Feedback from the Process

After the contract farming was fulfilled by selling the produce to the company, the extension engineers should survey the income of the farmers and report on the lessons learned from the process of contract farming. This information should then be forwarded to the Governorate Agricultural Directorate and reflected in the next promotion of contract farming.



Farmers who tried a contract farming for sweet potatoes (Manshet El Mahhalka Village in Minia)

**Improving Small-scale Farmers' Market-oriented Agriculture Project (ISMAP)
Technical Cooperation Project**



Central Administration of Agricultural Cooperation (CAAC)



**Ministry of Agriculture and Land Reclamation (MALR)
The Arab Republic of Egypt**



Japan International Cooperation Agency (JICA)