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Linking Farmers to Market: Opportunities and Challenges

Feed The Future India Triangular Training programme

9th January

To

23rd
January

2018



CCS National Institute of Agricultural Marketing, Jaipur
An Autonomous Institute under Ministry of Agriculture and Farmers Welfare
www.ccsniam.gov.in

Feed The Future India Triangular Training Program

on

“Linking Farmers to Market: Opportunities and Challenges”

9th January, 2018 to 23rd January, 2018

REPORT

PREPARED BY

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SUBMITTED TO



National Institute of Agricultural Extension Management



**Feed The Future India Triangular Training (FTF ITT)
CCS National Institute of Agricultural Marketing**

(An Organization of Ministry of Agriculture and Farmers Welfare, Govt. of India)

Jaipur, Rajasthan - 302033, India

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Dr. Hema Yadav

ABOUT THE INSTITUTE

CCS NATIONAL INSTITUTE OF AGRICULTURAL MARKETING, Jaipur, India



CCS National Institute of Agricultural Marketing has been engaged in capacity building and skill development programmes for various national and international organizations through institutional linkages.

It is the only national level Institute of its kind set up at the recommendation of Food and Agriculture Organization (FAO), in August 1988 to escalate the agricultural marketing system in the country to a level where it can go hand in hand with the production and market sentiments. It is an autonomous body under the aegis of the Ministry of Agriculture and Farmers Welfare, Government of India.

The Institute offers specialized training, research, consultancy, education and policy support in the field of agricultural marketing.

1 INTRODUCTION

Agriculture remains the best opportunity for the estimated 1.5 to 2 billion people living in small holder households to enhance income and support livelihood. The recent growth in market, increase in income and changing consumption pattern has brought spotlight on Asia and Africa, both as a new source of international supply chain and as suppliers of domestic chain.

Demand driven production of agricultural produce, rather than production propelled marketing is the need of the time.

Linking farmers and farmer groups by guiding them to understand the demand, requirement of food safety, network of market, and market intelligence to take informed decision is prerequisite to strengthen the linkages with markets. To bring this transformation, marketing as a function of management needs to guide the flow of produce from farm to fork through the flow of information, so as to fulfill the demand in a way that results in optimization of cost and maximization of value realization.

Given these changes, linking farmers to market is a long term strategy to enhance income and ensure well being of farmers. Studies show that agronomic support services as prevalent in countries are not enough. These efforts need to be complemented

The effort of market based approach can be dramatic for farmers who are poised to engage with markets but who lack necessary support – *MEAS*.

by promoting mechanism to do market analysis, contract farming, certification and

strategies to strengthen local business development and support aggregation models to scale the economy.

The goal in linking farmers to market is to invest in ways that enable farmers or group of farmers to access market that match their capacities, production, investment and risk profiles.

In this context CCS National Institute of Agricultural Marketing, Jaipur has organizing a training programme on the “Linking Farmers to Market: Opportunities and Challenges” from 9th January, 2018 to 23rd January, 2018 at CCSNIAM, Jaipur under the Feed The Future: India Triangular Programme.

1.1 OBJECTIVES

- Build capacity of officers, executives and managers in the area of emerging market trends, opportunities in value chain and how markets can be effective to maximize value realization.
- To bring understanding of path ways of linking farmers to alternative markets like contract farming, e-markets, direct marketing etc.
- Bring awareness about the opportunities and challenges in food safety and requirements for getting linked with profitable value chains.
- Inform about online marketing and application of IT Tools for marketing so as to design projects and applications for the farmers to enable them to avail these opportunities.
- To bring understanding of market information and marketing decision.
- Provide exposure to best marketing practices in ensuring food safety, managing supply chains and value addition.
- To bring information about ways to have access finance, credit and risk management in marketing.

1.2 PROGRAM GOAL

The training programme on **Linking Farmers to Market: Opportunities and Challenges** is designed to provide understanding of the emerging opportunities in value chain and how to design suitable marketing strategies to enable farmers to have better linkages within supply chain and better access to markets.

The programme will build capacity of the participants on the areas related to aggregation and collectivization by FPO, understanding the food safety and quality requirements, role of agri logistics retail and super markets formats, application of technology in marketing and certification, designing supply chains for different requirements, enabling farmers to participate in profitable value chains, creating conducive environment for investment and entrepreneurship development.

1.3 DESIGN OF THE PROGRAMME:

The programme is designed around the following themes:-

- Consumer demand and market trends
- Food safety and quality and traceability

- E marketing and alternative marketing system
- Wholesale, Retail, and Hyper market
- Aggregation models and producer organizations
- Fair trade and marketing of organic produce
- Integrated value chain system
- Business linkages through FPO
- Branding, segmentation and consumer behavior
- Agri logistics and supply chain management
- Warehousing and cold stores
- Public Private partnership in marketing
- Agri-preneurship and Innovations in marketing

2 METHODOLOGY

The sessions were delivered through lectures, group discussions, case studies, and field visits. The program design was participatory. Each participants took participation in discussion to contribute ideas and take part in group activities. The participants worked in small groups to undertake various assignments allotted to them. Experiential learning methodology was effectively incorporated in the program. The participants learnt through group interaction, field visits, industry experts and the trainers. Each delegate will have the opportunity to present the current system of marketing of fruits and vegetables and their experiences in their own country.

3 PARTICIPANTS PROFILE

The programme was attended by 20 participants from 7 countries of Asia and Africa. The number of participants from representing countries is as follows :-

Country	No. of Participants
Cambodia	3
Cango	3
Ghana	1
Kenya	3
Liberia	4
Malawi	4
Uganda	2

The executive belonged to diverse working areas as Agriculture Officers, Agri-business officers, Agriculture Extension, Accounting and Planning Officer, Senior Fisheries Officer, Livestock Officers, Credit Officers, Training Officers, Consulting Services and Women Entrepreneurship Group. etc. representing public, private organizations and development sector. Out of 20 participants, 10 women executives participated in the training program. Complete list of Executives is enclosed at **Annexure-I**.

4 Study Material

Study material, prepared by the senior faculty of CCS NIAM and presentations of the speakers from Agri-Business Companies, Central University, Ministry of Agriculture etc. on all the major themes, and were provided to the executives. The soft copies of all the presentations made during the sessions were provided to the executives at the end of the course. The photographs of field visits and other important activities of program were also provided to the Executives. The executives had full access to CCS NIAM Library which has books, periodicals and online journals. In order to increase access to information and share knowledge on continuous basis, desk tops with Internet facility were provided during the entire course period.

Besides the hard copies the delegates had access to online study material on 15 themes developed on the online e-learning platform.

5 INAUGURATION

The inauguration of the second U.S.-India triangular training on “Linking Farmers to Market: Opportunities and Challenges” at the CCS National Institute of Agricultural Marketing (NIAM) in Jaipur was on 9th January 2018 by Director General, NIAM. As a part of Inagural address, Director General took session on mapping problem areas , objective and strategy tree analysis for agribusiness situation prevailing in participating countries.

This participatory tool of mapping out main problems, along with their causes and effects, supporting project planners to identify clear and manageable goals and the strategy of how to achieve them. In depth assessment of the problem was carried out in the session. This type of assessment which is carried out in the beginning given opportunity to establish a shared view of the situation.

Dr. Irina Garg, Director General, NIAM

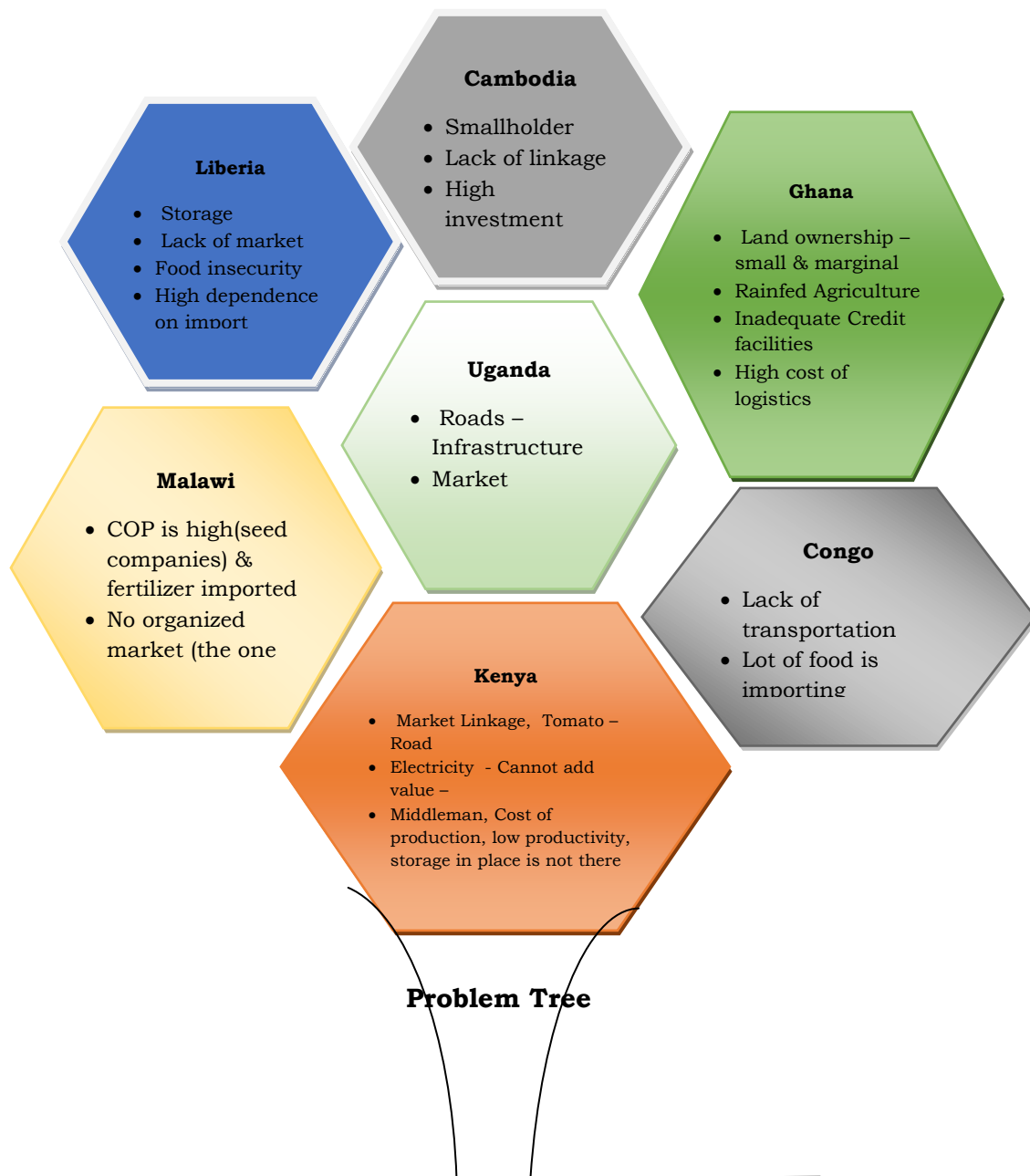


Dr. Irina Garg, Director General, National Institute of Agricultural Marketing, presented the methodology of problem tree. The problem tree demonstrated in the beginning of the session helped in defining direction of the training programme. The problem tree was helpful in getting insights into the problem ranging from diminishing water level, climate change, lack of infrastructure, lack of market opportunities etc.

6 METHODOLOGY

The sessions were delivered through lectures, group discussions, case studies, and field visits. The program design was highly participatory. Each participant was expected to contribute ideas and take part in group activities. The participants worked in small groups to undertake various assignments allotted to them. The participants learning was facilitated through group interaction, field visits, industry experts and the trainers. Each delegate was given an opportunity to present the country presentation.

1. To deliver the themes 22 classroom sessions were delivered. We had invited 17 resource persons and experts. The sessions were delivered by inviting experts from corporate such as NCDEX, CFTRI, NCCD, Premium Farm Fresh.
2. There were two Panel Discussion organized in the programme
3. Field visits to Wholesale market of Jaipur and to Show the PPP model of Mid-day meal at Akshay Patra.



Problem Tree

The problem, objective and strategy tree analysis is one participatory tool of mapping out main problems, along with their causes and effects, supporting project planners to identify clear and manageable goals and the strategy of how to achieve them.

Day	Date	9.30 am – 10.00 am	10 am -11.30 am	11.45 am -1.15 pm	2 pm-3.30 pm	4 pm -5.30 pm	7:30 pm – 8:00 pm	
1	9-1-2018 (Tuesday)		1. Registration and Introduction of the Participants 2. Handing over the Training Kits	<ul style="list-style-type: none"> Address by Director General Introduction of the Team 	Meeting with Faculty	Brief about Back to Work Plan Discussion and Group Formation Dr. Hema Yadav Distribution of per diem (Accounts Officer)		
2	10-1-2018 (Wednesday)	Visit to Akshaya Patra, Mid-day Meal Complex, Jaipur Dr Mansi	Discussion on visit	Pre-Training Test (Hema Yadav) Campus Visit and Formal Photo Session	Linking Farmers to Market (Types of linkages) Hema Yadav			
3	11.1.2018 (Thursday)	Country presentation by Ghana Session Moderator Dr. Hema Yadav	- Institutionalizing (M4 Perspective) Producers to Link with Cluster-led Market (Session 1) Dr. V. G. Dhanakumar	- Designing Strategic Rural Leadership for effective Administration and Management of FPO and Market System (Session 2) Dr. V. G. Dhanakumar	Entrepreneurship and Innovation Dr. Ramesh Mittal NIAM Faculty	Use of Information Technology for marketing Mr. Srikant Voleti Briefing about inauguration Hema Yadav	Jaipur by night Bus arrangement	
4	12-1-2018 (Friday)	Briefing about Inauguration		Inauguration	Panel Discussion on Digital Technology Panel Chair Dr. Srivalli Moderator – Dr. Hema Yadav Rapporteur- Dr. Satish Chand			
5	13-1-2018 (Saturday)	Visit to sites of Historical and Cultural Importance in Jaipur						



Day	Date	9.30 am – 10.00 am	10 am -11.30 am	11.45 am -1.15 pm	2 pm-3.30 pm	4 pm -5.30 pm	7:30 pm – 8:00 pm
6	14-1-2018 (Sunday)		Kite Flying at NIAM				
7	15-1-2018 (Monday)	Action Plan Discussion Dr. Hema Yadav	Visit to Muhana Mandi Dr Satnaryana (7.00 AM to 9.00 AM) Linking Producers to Retail - A case of FAB India Ms. Smita Mankad	Marketing of Medicinal and Aromatic Plants Dr. S.R. Singh NIAM Faculty	Supply Chain Management Dr. Satish Chand Pant	Financial Inclusion and Micro Enterprises Dr. Manshi Mathur	Barbe Q Dinner
8	16-1-2018 (Tuesday)	The brief about visit Dr. Hema Yadav	Proceed to Bharatpur (9.00 AM)		Proceed to Agra (3.00 PM)	Stay at Agra (Dinner)	Coordinator Dr. Satish Pant
9	17-1-2018 (Wednesday)		Visit to Agra	Lunch	Proceed to Jaipur (2.00 PM)		
10	18-1-2018 (Thursday)	Action Plan discussion Draft Dr. Hema Yadav	Contract Farming Dr. Sathendra	E-Rakam Shri Sudhir Nair	1.00 pm to 5.00 pm 2.00 Panel Discussion on FPO Chairman – MD SFAC Co-Chairman – DG NIAM Moderator – Dr. Hema Yadav Rapporteur – Dr. Mansi Mathur		



Day	Date	9.30 am – 10.00 am	10 am -11.30 am	11.45 am -1.15 pm	2 pm-3.30 pm	4 pm -5.30 pm	7:30 pm – 8:00 pm
11	19-1-2018 (Friday)	Brief about visit Shri Satendra, PGDABM	Visit to Kishangarh- Ajmer Shri Satendra, PGDABM	Visit to Barefoot College	Visit to Warehouse		
12	20-1-2018 (Saturday)	Action Plan Final Group-1 to 4	Policies around food and nutritional security and way ahead Surabhi Mittal TATA Cornell Institute	Role of modern ICT's in strengthening extension system in India Surabhi Mittal TATA Cornell Institute	Capacity Building and Training in Asia and Africa Dr S M Ovais, AARDO	Food Safety /Issues and Challenges Dr. Ram Asrey ICAR	
13	21-1-2018 (Sunday)	Visit to Sawai Madhopur to Organic and Dairy Milk Farm (Shri Satendra and Shri Satish Pant)					
14	22-1-2018 (Monday)	Action Plan Final All Groups	Back to Jaipur	Dr. Shuchi Mathur NIAM Faculty	Back to Work Session Submission Dr. Hema Yadav		Visit to Chokhi Dhani and Special Dinner
15	23-1-2018 (Tuesday)	Action Plan Submission All Groups Dr. Hema Yadav		Post Training Test	Valedictory Ceremony		
16	24-1-2018 (Wednesday)	Departure					

6.2 PANEL DISCUSSION

6.2.1 “TRANSFORMING AGRICULTURE THROUGH DIGITAL TECHNOLOGY”

Panel discussion was organized by CCS- National Institute of Agricultural Marketing, Jaipur during the USAID sponsored International Training programme on Transforming Agriculture through Digital Technology.

Moderator: Dr. Shrivali Krishnan - Bills and Milinda Gates Foundation

Panellist:

- 1) Mr. Srikant Voleti from Kalgudi,
- 2) Mr. Vinay Kumar from Digital Green,
- 3) Mr. Shashank from Dehaat and
- 4) Mr. Balaji Balaraman from Agribolo Jaipur.

The discussion was chaired by Ms. Srivali Krishnan from Bills and Milinda Gates Foundation and hosted by Dr. Hema Yadav, Director, National Institute of Agricultural Marketing, Jaipur.

The ceremony commenced with a welcome speech by Dr. Hema Yadav, Director NIAM. The ceremony further proceeded with a panel discussion. As a trainee and audience the delegates from African countries were present along with students of PGDM(ABM) batch 2016-18 and 2017-19.

The session was opened by Smt. Srivali Krishnan, She addressed the audience with an elaborate presentation which included following key points:

- Agricultural transformation towards business proposition
- Agriculture transformation process and Growth drivers
- Technology enabled solutions as a key to move faster and smarter at place
- Smart farming

After the presentation, other panellists presented their view points -

Mr. Vinay Kumar (Digital Green) in his address emphasized upon how smallholder farmers can be empowered to uplift themselves towards prosperity by harnessing the collective power of technology, partnership at grassroot level through digital technology. He also shared the operations of Digital Green over the past decades. He also point out the new innovative

approach of Digital Green with an example of COCO i.e. Connect online and connect offline for better information flow.

Mr. Shashank (Dehaat) gave an insight of how “Dehaat” works under ICT based approach. He emphasised that Information and technology are the key factors to provide 360 degree range of assistance and services to farmers. His experience with more than 100 Dehaat Center and around 30000 farmers shows that ICT can be a revolutionary weapon in this era.

Mr. Srikant Voleti (Kalgudi) in his address discussed about the gaps in supply chain where farmer fails to get benefit of digital platforms and what are the key factors that hampers their accessibility. He emphasised that “Convergence” is the key to success and that is only possible with the digital technology. He also suggest that “Digital technology is going to be next game changer in the field of agriculture”.

Mr. Balaji(Agribolo), discussed about the working of “Agribolo Kisan Seva Kendra” and how Agribolo helps creating entrepreneurship amongst farmers. He also mentioned that Agribolo is also involved in providing farm inputs as well as create market linkages to harness maximum profit at the side of producer with the help of digital technology. He said that digital technology empower rural youth to realise their full potential, farmers to increase their profitability by accessing equitable markets and rural businesses to offer value added services.

Dr. Hema Yadav (NIAM) explained the digital technology and Indian agriculture market with the help of e-NAM. She discussed how e-NAM and digital technology can be a game changer for Indian agriculture.

After a brainstorming discussion the floor was open to all for question and answer. A representative from Uganda wanted to know how to use the digital technology in the area of no electricity or huge power cuts. Mr. Vinay from Digital Green responded very well, he pointed out that the use of battery operated mobile projectors can be a weapon for those places where electricity network is very poor or not at all exist. Another question from a delegate of Malawi was how to connect digitally in those places where internet connectivity is very poor. Dr. Sivalli addressed the question very well. Similarly other panellists also suggested various solutions against the questions of the participants.

As a conclusion of the panel discussion, it was concluded that all the developing countries require technology enabled environment to strengthen the agriculture and allied field. The role of digital technology is key success factor to harness the challenges of the agriculture and allied sector. Concluding the discussion Ms. Srivalli thanked all the panellists and delegates.

6.2.2 “FPO- LINKING FARMERS TO MARKETS”

Date : 18th January, 2018 , NIAM JAIPUR

Chairman : Shri Sumanta Chaudhuri IAS, MD, SFAC

Co-Chair: Dr Irina Garg, Director General NIAM

Shri A.K. Singh, CGM, NABARD, Rajasthan

Moderator: Dr Hema Yadav, Director, NIAM

Participants: Delegation from Africa and Asia (FTT-ITT)

Background: Collectivization of producers, especially small and marginal farmers, into producer organisations has emerged as one of the most effective pathways to address the many challenges of agriculture but most importantly, improved access to investments, technology and inputs and markets. Department of Agriculture and Cooperation, Ministry of Agriculture, Govt. of India has identified farmer producer organisation registered under the special provisions of the Companies Act, 1956 as the most appropriate institutional form around which to mobilize farmers and build their capacity to collectively leverage their production and marketing strength.

To facilitate this process, the Small Farmers’ Agribusiness Consortium (SFAC) is mandated by Department of Agriculture and Cooperation, Ministry of Agriculture, Govt. of India, to support the State Governments in the formation of Farmer Producer Organizations (FPOs).(SFAC) The aim is to enhance farmers’ competitiveness and increase their advantage in emerging market opportunities. The FPO’s major operation and business include supply of seed, fertilizer and machinery, market linkages, training and networking and financial and technical advice.

NABARD is also supporting FPCs with a combination of capacity building funds as well as loans and refinance to banks who lend to FPCs. Besides NABARD and SFAC there are private banks, Non government agencies which are promoting FPC through finance and capacity building. Lot of interest have been generated in FPC by commodity exchanges who are connecting with producer companies for linkages with exchanges . NDDB has also taken a lead in promoting and creating business linkages in dairy. There has been good progress in FPO formation, market linkages and there are many success stories from Madhaya Pradesh, Maharashtra, Gujarat, Rajasthan, Kerala, Andhara Pradesh, Tamil Nadu and other states to exemplify.

However much needs to be done to provide additional capital and capability to the members of FPO in country by leveraging on partnerships, technology and capacity formation.

The Panel discussion focussed on:

- The enabling factors in the rise of FPO
- Strategies for sustaining the FPO not only for livelihood but for better integration in value chain.
- Challenges faced by FPO and the way forward.

Discussants

1. Shri Ratan Kumar Singh, CEO, PAAYAS Milk Producer Co. Ltd.
2. Shri A.K. Singh, CGM, NABARD, Rajasthan
3. Dr Deepa Prakash, Chief Scientist, sCoolMeal and Advisor, Raitha Mitra Farmer Producer Company
4. Mr Tarun katoch, Assistant Vice President, NCDEX

Session Plan

10.00 am to 10.15 am	Opening Remarks by Chairman : Shri Sumanta Chaudhuri IAS, MD, SFAC Co-Chair: Dr Irina Garg, Director General NIAM
10.15 am to 10.30 am	Supporting FPO through Capacity Building and capital- NABARD
10.30 am to 10.45 am	Critical factors in success of milk producer company- Payaas Milk
10.45 am to 11.00 am	The Power of Collectivization-Shayadri Farms
11.00 am to 11.15 am	New avenues of growth and business linkages- Raitha Mitra Farmer Producer Company
11.15 am to 11.30 am	Linking farmers to commodity exchanges- NCDEX
11.30 am to 11.45 am	Chairperson remarks
11.45 am to 12.30 pm	Open House for questions from students and participants Wrap up and Takeaway points



Resource persons and the delegation in Classroom Sessions

6.3 CO-CURRICULAR ACTIVITIES

6.3.1 Visit to Terminal Market (Muhana Mandi)

As part of the Feed the Future India Triangular Training Program on emerging trends in marketing of fruits and vegetables, a field trip was organized for the participants to visit the **Muhana terminal market**, the market is located in Jaipur. MUAHANA is a wholesale and retailing market, where the producers take its products to vendors. It has an area of 800 ha and it is situated in



the city of Jaipur. The objective of the visit was to expose participants to the activities of the markets and also to witness how auctioning takes place. The participants were organized in groups



and were asked to prepare the reports on the observations.



Interaction with Bunker Roy, Chairman Barefoot College



6.3.2 Visit to AKSHAYA PATRA, Jaipur (Mid-Day Meal Programme)



The Akshaya Patra Foundation commonly known as Akshaya Patra is a non-profit organisation in India that runs school lunch programme across India. To improve primary education and counter classroom hunger the Government of India has developed two of the most significant programmes- Sarva Shiksha Abhiyan (SSA); and Mid-Day Meal Scheme (MDMS) Through the flagship programme of Sarva Shiksha Abhiyan, the Government of India aims to achieve Universalisation of Elementary Education (UEE) in a time bound manner, by making available free and compulsory education to the children aged between 6–14 years.



Field visits organized

Date	Place
10.1.2018	Visit to Akshay Patra Foundation
15.1.2018	Visit to Muhana Terminal Market, Jaipur
16.1.2018	Visit to KVK Bharatpur
17.1.2018	Visit to Agra
19.1.2018	Visit to Warehouse, APMC & Barefoot College, Kishangarh

Jaipur City Visit

A city visit with an escorted government certified tourist guide was organised which covered different locations of historical and cultural importance in Jaipur.

6.3.3 Cultural Evening

A cultural evening was organised by PGDABM students of NIAM which had the participation of all the delegates portraying their own countries' cultures.

About PGDABM programme at NIAM:

CCSNIAM offers a two year Post Graduate level programme in Agribusiness Management for students with Graduation and Post-Graduation in Agriculture and allied subjects.

6.4 BACK TO WORK PLANS

The present programme on “Linking Farmers to Market : Opportunity and Challenges” aimed at bringing awareness and understanding about issue and challenges in linking farmers to market and how value chain approach has to be adopted to bring the integration. Hence, the expected outcome is a professional commitment by each Executive to try new initiatives learnt during the training programmes at their work place after the training programme. It is the direct impact of the training programme seen in the field of the trainee. In the backdrop of orientation, inputs, interactions, study material and experiences received during the program, the executives prepared and presented individual “Back-at-work-plans” which would help operationalize the relevant concepts learned during the program in their respective countries. Back at work -plan also trace the connectivity between Indian experience and back home extension issues.

The back to work plans having formulated on topics like creating legal frame work for FPO, enhancing livelihood, using social media for marketing information system, organizing agri logistics for Cassava Chips, organizing storage, strengthening farmer clusters and federations, linking farmers to micro credit, better marketing channels for small holders. Back to work Plan details are as under :-

Table-1 : BACK TO WORK PLAN FORMULATED IN TRAINING

Sl.No.	Name and Address	Name of the Activity
Cambodia		
1.	Mr. Thang Chhinkimchhun Cambodia	Creation of Councils Market Agricultural Products (FPO)
2.	Ms. Porn Savet Cambodia	Enhancing Livelihood of Farmers by Growing Organic Vegetables
3.	Mr. Un Aun Cambodia.	Social media for agricultural market information system
Democratic Republic of Congo		
4.	Ms. Mutama Bwinja Valerie DR Congo	Creating of communication platform to support FPO of cassava
5.	Ms. Sabiti Jeanne Zamuda DR Congo	Organization of the distribution and transportation of cassava chips
6.	Ms. Yowani Badack Francoise DR Congo	Organization of the vegetable storage
Ghana		
7.	Mr. Seth Ampomah Duodu Ghana	Using ICT information to link farmers
Kenya		
8.	Mr. Paul Kithome Mumina Kenya	Formation and strengthening of fish farmers clusters
9.	Ms. Mary Wacera Kanyi, Kenya	Strengthening of Nakuru County Dairy Farmers Federation (NACODAFF)

10.	Ms. Jacqueline Muendi Kiio Kenya	Development of training module to build capacity of extension staff and farmers on formation of FPOs in Kenya
Liberia		
11.	Mr. Gbargbay Paye Konah Liberia	Linking Rural Farmers to Micro Credit Loans
12.	Mr. Klah Julius S. Liberia	Linking rural vegetable farmers to urban market (smallholders)
13.	Ms. Thompson Theresa Liberia	Creating Awareness for Market Linkage for Vegetables Growers Mobilization
14.	Mr. Fahbulleh Momodu Dono Liberia	Linking rural cassava farmers to district/urban market
Malawi		
15.	Ms. Kalua Getrude Temwani Malawi	Linkage of markets for groundnuts farmers (Seed multiplication farmers)
16.	Ms. Mhone Victoria Bweo Malawi	Linking cooperative farmers to markets
17.	Mr. Watson Peter Malawi	Linking Soya Farmers to markets
18.	Mr. Nyirenda Youngs Alfred Zebedia Yangazu Malawi	Honey Marketing for Smallholder beekeepers
Uganda		
19.	Ms. Jennifer Oyuru Uganda	Strengthening Rice farmers to become strong FPOs
20.	Mr. Samuel Mugoya Uganda	Better Pond Management Practices

6.5 EVALUATION

6.5.1 Pre- Training

To check the level of knowledge, understanding and information, a pre- test was administered on the participants. There were 25 multiple choice questions in all. These questions were based on marketing, distribution channels, marketing strategies for major retailers, consumer behaviour, branding, marketing channels and forward and future contracts. To assess awareness about emerging trends the questions were framed on new trends of marketing, fair trade, organic farming, e- marketing, non tariff barriers etc. A pre- test was organized with the objective to check the existing knowledge of the participants so that it can help in establishing a benchmark for conducting technical sessions. There were 25 questions with multiple options in the questionnaire.

6.5.2 Analysis of the participants in the pre- training test

From the pre- training test marks of the participants, it was analyzed that 62% of the students scored marks below 50%. The trainees reflected less knowledge on forward future contract, E- marketing, market information and supply chain.

6.5.3 Post Training

After various sessions comprising of technical sessions, case studies etc. for 15 days a post training test was administered to check the enhancement in their learning and development.

6.5.4 Analysis of the participants in the post- training test :

From the post- training test marks, it was observed that only 10% of the participants scored a percentage below 50% and 90% of the participants scored marks ranging from 60% to 80% which showed a substantial increase in their knowledge and understanding particularly in the area of distribution channels, branding, agri-logistics, market information and market intelligence, food safety quality and traceability, e-marketing, wholesale, value addition and processing, storage and cold chain management and agri-preneurship and innovations in marketing.

Performance of Participants

Table-2. Pre and Post Test Evaluation Scores

S. No.	Executive Name - Country	Pre Test Score (Max 25 Marks)	Post Test Score (Max 25 Marks)	Gain Score (Post - Pre scores)	Gain Percentage
1	Mr. Thang Chhinkimchhun, Cambodia	6	12	6	100
2	Ms. Porn Savet Cambodia	10	13	3	30
3	Mr. Un Aun, Cambodia	12	14	2	16.7
4	Ms. Mutama Bwinja Valerie, Congo	9	15	6	66.7
5	Ms. Sabiti Jeanne Zamuda, Congo	8	13	5	62.5
6	Ms. Yowani Badack Francoise, Congo	10	13	3	30
7	Mr. Seth Ampomah Duodu, Ghana	13	14	1	7.7
8	Mr. Paul Kithome Mumina, Kenya	12	13	1	8.3
9	Ms. Mary Wacera Kanyi, Kenya	12	16	4	33.3
10	Ms. Jacqueline Muendi Kiiro, Kenya	11	15	4	36.4
11	Mr. Gbargbay Paye Konah, Liberia	5	13	8	160
12	Mr. Klah Julius S., Liberia	10	13	3	30
13	Ms. Thompson Theresa, Liberia	8	12	4	50
14	Mr. Fahnbulleh Momodu Dono, Liberia	8	10	2	25
15	Ms. Kalua Getrude Temwani, Malawai	10	12	2	20
16	Ms. Mhone Victoria Bweo, Malawai	10	13	3	30
17	Mr. Watson Peter, Malawai	10	11	1	10
18	Mr. Nyirenda Youngs Alfred Malawi	12	12	0	0
19	Ms. Jennifer Oyuru, Uganda	12	13	1	8.3
20	Mr. Samuel Mugoya, Uganda	9	13	4	44.4
	Sum	197	260		769.3
	Mean	9.85	13		38.5

*Overall increase in performance = 38.5 from the pre test score.

*Significant increase in the performance of four participants.

Conclusion: The conclusion drawn from this training programme was that there had been a substantial increase in the knowledge. There was overall increase of 38.5% from the pre test. The training programme helped in plugging the information gaps and hence in better understanding of market. This kind of intervention is anticipated to enable the participants to do take appropriate marketing decisions which are inclusive of farmers and hence can help in better implementation of policies and plans of respective countries. Hence an appropriate training methodology involving discussion, case study, field visits and panel discussions can provide impactful results in long term.

6.5.5 Feedback on the training:

Three kinds of feedback was taken from the participants. These comprised feedback on 1) course objectives 2) session plan and overall design of the program. 3) resource person and facilitators.

1. **Course objectives:** Under course objectives, on a scale of 1 to 5, where ratings were 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. Evaluation of the feedback was revealed in the following statements
 - The objectives of the training were clearly defined
 - Participation and interaction were encouraged.
 - The topics covered were relevant to me.
 - The content was organized and easy to follow.
 - The materials distributed was helpful
 - This training experience will be useful in my work.
 - The trainers were knowledgeable about the training topics.
 - The Programme Director coordinated efficiently
 - The time allotted for the training was sufficient.
 - The meeting room and facilities were adequate and comfortable

It was observed that mostly the participants were in the category **strongly agree** and **agree** , none in the category **disagree** and **strongly disagree** except for 3 participants who felt that ***the time allotted for training was not sufficient.***

2. **Feedback on Experts and Facilitators :** The Trainees were asked to rate this training in terms of **Trainer's Expertise, Clarity, Cultural Appropriateness, Time Management, and Responsiveness on the Rating Scale of 1 to 5.** The analysis is shown in the Table.

Table-3
Feedback on Experts and Facilitators (Rating Scale 1 to 5) (1= low and 5 = high)

S.N	TRAINER	TOPIC	Expertise	Clarity	Technically Appropriate	Time Management	Responsiveness
1	Dr. Irina Garg, DG NIAM	<ul style="list-style-type: none"> • Address by Director General • Introduction of the Team • Problem Tree and decision making 	3.6	3.4	4	3.4	4.0
2	Dr. Hema Yadav, Director, NIAM	Linking Farmers to Market (Types of linkages)	4.4	4.2	4	3.2	3.4
3	Dr. V.G. Dhanakumar, Director, IIPM	Institutionalizing (M4 Perspective) Producers to Link with Cluster-led Market	4.4	4.2	3.2	3.4	3.2
4	Dr. Ramesh Mittal, Dy. Director, NIAM	Entrepreneurship and Innovation	4.2	3.4	4.2	3.4	4
5	Mr. Srikant Voleti, Kalgudi, Hyderabad	Use of Information Technology for agri-business marketing	3.6	3.2	3.2	3	3.2
6	Dr. S.M. Ovais, AARDO	Capacity Building and Training in Asia and Africa	3.2	2.6	2.6	2.6	2.8
7	Dr. Ram Asrey, ICAR	Food Safety/ Issues and Challenges	3.6	3	3.2	2.8	3
8.	Dr. J.S. Yadav	Operation and Management of Market	3.2	2.6	2.8	2.6	3.2
9	Dr. Vikram Singh	Team Building and Group Dynamics	3.6	3.8	4	3.2	2.2
10	Dr. Srivalli & Ors. Panel Discussion	Digital Technology	4	3	3	3.8	3.8
11	Shri Sumanta Chaudhary & Ors. Panel Discussion	Farmer Producer Organization	3.8	4	3	3.2	4.5
12.	Shri Sathendra Field visits to Muhana Terminal Market	Operation and Management	4.5	4.5	4.2	3	3.2
13.	Shri Sathendra Field Visit to Akshya Patra	Mid Day Meal Programme	4.5	3.2	4.2	3	3.2
14	Shri Satish Field Visit to Bharatpur for Marketing of Honey and other activities	Honey Processing & Marketing	4.8	3.8	4.2	4.5	3.2
15	Shri Sathendra Visit to Barefoot College, Tilonia	Social Entrepreneurship & Sustainability	4.8	3.8	4	3.2	4.8
16	Shri R.S. Saini, Visit to State Warehouse, Ajmer	Warehouse Management	4.2	3.8	4	4.2	4.5

Table-4
Executive Feedback on training session
Average Score out of 10

S.N	Technical Session	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Avg.	
		Cambodia			Cango			Ghana	Kenya			Liberia				Malawi			Uganda				
1	<ul style="list-style-type: none"> • Address by Director General • Introduction of the Team • Problem Tree and decision making 	9	8	10	8	9	8	8	10	8	10	10	8	7	8	10	8	9	8	9	8	8	8.65
2	Back to Work Plan Discussion and Group Formation	9	9	10	9	9	9	10	10	9	9	10	9	10	8	9	9	9	9	8	8	8	9.1
3	Pre-Training Test	9	10	9	8	9	9	8	8	9	9	9	10	9	6	9	8	8	9	9	8	8	8.65
4	Linking Farmers to Market (Types of linkages)	9	10	9	10	9	9	8	9	10	8	10	10	10	9	10	10	9	10	8	10	10	9.35
5	Country presentations	8	8	7	8	9	10	6	7	8	9	9	7	8	8	9	10	9	8	7	7	7	8.1
6	Institutionalizing (M4 Perspective) Producers to Link with Cluster-led Market	10	9	9	8	7	8	7	9	10	10	9	10	9	9	10	8	9	10	10	9	9	9
7	Designing Strategic Rural Leadership for effective Administration and Management of FPO and Market System	9	9	10	8	8	9	9	10	7	9	10	8	9	10	7	9	10	10	9	9	9	8.95
8	Entrepreneurship and Innovation	8	8	10	7	9	9	7	10	9	8	10	10	9	9	8	9	8	10	8	10	10	8.8

9	Wholesale markets across the World	9	10	9	6	8	9	7	9	10	8	9	9	10	6	8	10	9	9	8	10	8.65
10	Use of Information Technology for agri-business marketing	9	9	9	8	7	8	8	9	8	10	9	10	9	7	8	8	9	8	9	9	8.55
11	Panel discussion on Digital Technology	10	9	9	8	9	8	10	9	10	10	9	10	9	9	10	8	9	10	10	9	9.25
12	Action Plan Introduction	8	7	10	8	7	9	6	9	6	8	8	9	10	9	7	5	7	8	10	9	8
13	Action Plan discussion	9	8	6	10	8	7	10	9	9	8	9	8	10	9	8	10	9	9	8	8	8.6
14	Contract Farming	8	7	9	8	9	8	9	9	8	10	9	8	9	8	8	7	9	9	9	10	8.55
15	E-Rakam and Online Marketing	8	9	9	8	7	8	8	9	7	10	9	9	9	7	8	7	9	8	9	9	8.35
16	Panel Discussion on FPO	9	10	9	6	9	8	10	9	10	10	9	9	7	9	10	8	9	9	10	9	8.95
17	Action Plan Final	8	8	9	8	9	8	9	9	8	10	9	9	9	8	8	8	9	9	9	10	8.7
18	Policies around food and nutritional security and way ahead	8	7	9	9	9	10	8	8	9	9	10	8	8	9	9	8	10	9	8	8	8.65
19	Role of modern ICT's in strengthening extension system in India	7	9	9	8	7	8	8	9	7	9	10	9	9	7	8	7	9	8	10	9	8.35
20	Capacity Building and Training in Asia and Africa	8	9	7	8	7	8	8	9	8	9	9	9	9	8	9	7	9	9	10	9	8.45
21	Food Safety/ Issues and Challenges	9	8	8	9	8	7	10	9	9	8	9	8	10	9	8	10	9	9	8	8	8.65
22	Team Building & Group Dynamics	9	9	10	7	8	8	9	9	10	8	9	8	9	9	8	10	9	9	8	8	8.7
23	Back to Work Session Submission	8	7	9	8	9	10	8	8	10	9	10	8	8	9	9	8	10	9	8	8	8.65

24	Action Plan Submission All Groups	9	9	9	10	9	10	8	8	9	9	9	8	8	9	9	9	10	9	9	8	8.9
25	Post Training Test	9	7	10	10	8	8	9	9	9	8	9	8	9	10	7	10	9	9	8	8	8.7
26	Visit to Akshaya Patra, Mid-day Meal Complex, Jaipur	10	9	8	10	9	9	10	9	6	9	10	8	9	9	9	8	10	9	10	9	9
27	Visit to Muhana Mandi	9	9	10	8	9	9	9	9	9	10	9	10	9	9	9	8	9	10	10	9	9.15
28	Visit to Bharatpur - Agra	10	9	9	9	9	8	10	9	10	10	9	10	9	9	10	8	9	10	10	10	9.35
29	Visit to Barefoot College	9	9	9	10	9	8	8	9	9	10	9	10	10	9	10	9	9	9	10	9	9.2
30	Visit to Warehouse	8	9	10	9	9	9	9	10	9	9	8	10	8	9	10	8	9	9	10	8	9

3. Overall design of the program: The last feedback category was on the overall design of the program. The parameters covered under this were –
- Subject coverage
 - Conceptual Framework
 - Orientation to Practicals
 - Participatory and group task
 - Relevance of Resource Person
 - Reading Material and presentation

All the participants voted in the category of **‘strongly agree’** and **‘agree’**

After the training sessions, some important suggestions were also given by the participants on additional training development sessions that they would like to have. Some of the suggestions on sessions are as below -

- More sessions on producer farmer organizations
- Field visits and farmer experiences from Africa and under-developing countries
- Exposure to mechanisation of farm technology
- Value chain analysis of crops
- Marketing strategies for livestock, poultry and fisheries
- Focus on research methodology for marketing analysis
- Price forecasting of agricultural produce
- Training on ICT applications and management
- Training on warehousing and scientific quality assessment
- More field visits and factory visits

The participants revealed that they require more visits to factories and cold storages, agro centres and processing units. They required more materials for computer practice. They felt that the time for training should be more. They required more practical sessions which could not be provided due to lack of time.

Conclusion: The overall training brought considerable enhancement in the knowledge, execution and information of the participants which was seen lacking before the training was given to them. Hence an appropriate training method can provide promising results.

6.6 WHAT DID WE ACHIEVE COLLECTIVELY?

- Build capacity of officers, executives and managers in the area of marketing of fruits and vegetables by bringing an understanding of market trends and new developments
- Bring awareness about the opportunities and challenges in marketing of fruits and vegetables so as to enrich market channels.

- Inform about online marketing and application of IT Tools for marketing of fruits and vegetables so as to design projects and applications to avail these opportunities.
- Provide exposure to best marketing practices in ensuring food safety, managing supply chains and value addition.
- A good understanding of cultures of other countries and a network of professionals

7 VALEDICTORY & CERTIFICATE AWARD

7.1 CONDUCT OF VALEDICTORY

The Valedictory function of the Feed The Future India Triangular Training Programme (FTF ITT) on Linking Farmers to Market: Opportunities and Challenges was organised on 23rd January 2018.



HE Wassfi Hassan El-Sreihin, Secretary General

HE Wassfi Hassan El-Sreihin, Secretary General was the Chief Guest of the occasion. In his key note address he expressed his happiness on global partnership between Asia and African nations at NIAM. He highlighted that

partnership and knowledge sharing is very important to have food security and better value realization by farmers. The training programmes in partnership with USAID and MANAGE are very contextual and have taken the responsibility of training the officers and executives so that better understanding of issues related to food security, market linkages, marketing infrastructure and enabling policies can be in place.



Dr. Irina Garg, Director General. National Institute of Agricultural Marketing, Jaipur highlighted how NIAM has designed the programme to have a right balance between fields visits and class room interaction. All the field visits had an objective towards which arrangements were made to have optimal learnings from the visits to terminal market, warehouse, processing units etc. NIAM has an expertise in delivering training on marketing and the faculty and all the resources of NIAM had shared their learnings with the participants.



Dr. Irina Garg, Director
General, NIAM

Mr. Pawanexh Kohli, Chief Executive and Advisor of National Centre for Cold Chain Development (NCCD) was the special guest of the occasion. He focussed on the importance of agri-logistics and bringing awareness amongst the officers and executives to bring the effective linkages.



Mr. Pawanexh Kohli, CEO & Advisor NCCD explaining the importance of coming together

Dr. S.M. Ovais, Head Capacity Building and Developing Projects at AARDO participated in the function along with the Secretary General of AARDO.

Dr. Hema Yadav, Director, NIAM, Jaipur presented the report of the programme.



Dr. Hema Yadav,
Director, NIAM



Ms. Mhone Victoria Bweo, Malawi giving feedback



Mr. Nyirenda Youngs Alfred, Malawi speaking and how programme has held in better understanding of marketing



Mr. Un Aun, Cambodia giving his views on programme effectiveness



Mr. Paul Kithome Mumina, Kenya giving vote of thanks for successful organization of the programme



Ms. Mutama Bwinja Valerie, Congo expressing her views on Women Entrepreneurs and market linkages





Distribution of Certificates to the participants by HE Wassfi Hassan El-Sreihin, Secretary General



7.2 WAY FORWARD

- More field visits can go a big way in enhancing the learners' experience
 - As a follow up of the action plan, visits to some countries by the organising institute can help in building examples.
 - A mechanism to have a regular monitoring of back to work action plans.
 - Documentation of the action plans and status of agriculture marketing, food security in participating countries.
-

ANNEXURE I: List of Participants

Sl.No.	Name and Address
Cambodia	
21.	<p>Mr. Thang Chhinkimchhun Officer of Agricultural Extension Department of Agriculture, Forestry and Fisheries Road No.57, Damnak Luong Village, Vatkor Commune, Battambang City, Battambang Province, Cambodia Tel: +855 53 952 957jjj Email: pdabattambang@gmail.com, kinchhunbb07@gmail.com, sieakimnay@yahoo.com</p>
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23.	<p>Mr. Un Aun Accounting and Planning Officer, Prey Veng Provincial Department of Agriculture, Forestry and Fisheries, Village-4, Sangkat Kampong Leave, Prey Veng Municipality, Prey Veng Provincial, Cambodia. Tel: 043 210372, 012259963 (R) Email: ykadum@gmail.com, unaun719@yahoo.com,</p>
Democratic Republic of Congo	
24.	<p>Ms. Mutama Bwinja Valerie Head of Global Consulting Service, NEOCENTCOM Business Consulting 1525 bld du 30 Juin C/ GOMBE immeuble, VULAMBO 8 etage, Kinshasa, DR Congo Tel: +243 15127984, 243 999 378 009, 853 655 586 Email: ntabugoma@gmail.com, mutama.v@neocentcom.com, bwinja@outlook.com,</p>
25.	<p>Ms. Sabiti Jeanne Zamuda President Women Entrepreneurs committee of the City, 20, MONT-FLEURIE, Ngaliema, Kinshasa, DR Congo Tel: +243 993375983, 894742 178 Email: jsabiti@hotmail.com, osl280@hotmail.com,</p>
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Ghana	
27.	<p>Mr. Seth Ampomah Duodu Assistant Agricultural Officer Ministry of Food and Agriculture Statistics Research and Information Directorate P.O.Box M37, Accra, Ghana Tel: 0302664317, 0241480396 Email: sridmsu.mofa@gmail.com, kowusubaah@agripolicyghana.org</p>
Kenya	
28.	<p>Mr. Paul Kithome Mumina Senior Fisheries Officer P.OP.BOX.58187- 00200, Upperhill, Nairobi, Kenya Tel: +254 722218358, Email: palmumiki@gmail.com, jzylani@gmail.com</p>
29.	<p>Ms. Mary Wacera Kanyi Deputy Directorate of Livestock Production P.OP.BOX.20100-31884, Nairobi, Kenya Tel: 0721379470, Email: marywacera@yahoo.com</p>
30.	<p>Ms. Jacqueline Muendi Kiio Assistant Director of Agriculture Ministry of Agriculture, Livestock and Fisheries State Department of Agriculture P.O. Box. 30028 - 00100 Nairobi Kenya Tel +254202718870, 720368148 Email: directorcrops@yahoo.com, kiiojacqueline15@gmail.com</p>
Liberia	
31.	<p>Mr. Gbargbay Paye Konah Credit Officer, Farmer Feed the City Agriculture Organization, Old LPRC Road, Somalia, Ministry of Agriculture, 1000, Monrovia, Liberia Tel: +231 886544806, +231 776620207 Email: pgbargbay@gmail.com, archiespaye@yahoo.com, seklauwiles@yahoo.com</p>
32.	<p>Mr. Klah Julius S. Training Officer, Smallholder Agricultural Productivities Enhancement & Commercialization, P.O.Box.10-9010, Ministry of Agriculture, 1000, Monrovia, Liberia Tel: +231 886894456, +231 776377675 Email: siaffajulius@gmail.com, seklauwiles@yahoo.com</p>

33.	<p>Ms. Thompson Theresa District Agriculture Officer, Department of Regional Development Research & Extension, Ministry of Agriculture, Monrovia, Liberia, Tel: +231 886 106471, +231 770129552 Email: thompson536@yahoo.com, agezeon2009@yahoo.com, seklauwiles@yahoo.com</p>
34.	<p>Mr. Fahnbulleh Momodu Dono Technician, Sinje Town, Grand Cape Mount County, Ministry of Agriculture, P.O.Box.10-9010 1000, Monrovia, Liberia Tel: +231 886452703, +231 886644297 Email: fmomodud@yahoo.com, fmomodud@gmail.com, amienwepia@yahoo.com, seklauwiles@yahoo.com</p>
Malawi	
35.	<p>Ms. Kalua Getrude Temwani Agriculture Extension Development Officer, Nkhotakota District Agriculture Office, P.O.Box.41, Nkhotakota, Malawi Tel: 265 888935151, 888856375, 999436836 Email: gekalua87@gmail.com, pekalua@yahoo.com, mphatso08@gmail.com</p>
36.	<p>Ms. Mhone Victoria Bweo Acting Agribusiness Officer, Department of Agriculture Extension Services Ministry of Agriculture, Irrigation and Water Development, Karonga District Agriculture Office, P.O.Box.320, Karonga, Malawi Tel: 265 994853776, 999617997, 888211999 Email: victoriamhone@gmail.com, mkisi.raphael@gmail.com kamanga.aggrey@yahoo.com</p>
37.	<p>Mr. Watson Peter Agricultural Extension Development Officer, Lilongwe District Agriculture Office, P.O.Box.36, Lilongwe, Malawi Tel: +265 995441788, 888703989 Email: perterwatson024@gmail.com, eveschima@yahoo.com, geokapelemera@gmail.com</p>
38.	<p>Mr. Nyirenda Youngs Alfred Zebedia Yangazu District Agriculture Development Officer, Ministry of Agriculture, DADO, NKHATA Bay, PB 9, Chinteche, Malawi Tel: +265 999938064, 888831300 Email: yazspecial@yahoo.co.uk, jeronkhoma@yahoo.co.uk</p>

	Uganda
39.	Ms. Jennifer Oyuru District Agricultural Officer Alebtong District Local Government P.O.BOX 316, LIRA, Uganda Tel: +256 772873699/7776912712 Email: joyuru@yahoo.com, patrickmokili0@gmail.com
40.	Mr. Samuel Mugoya Fisheries Officer Alebtong District Local Government P.O.BOX 316, LIRA, Uganda Tel: +256 782576557/755023095 Email: mugoyastephen2016@gmail.com

ANNEXURE II: Terminal Market Report

INTRODUCTION

Terminal Market is a central site often in a metropolitan area that serves as an assembly and trading place for agricultural commodities. The team visited Muhana terminal market which is located in Jaipur city. The objective of the visit was to appreciate how fruits and vegetables are traded in terminal markets. Muhana terminal market has an area of 1,650 ha.

OBSERVATIONS

Block Organisation: Muhana market is organized in blocks whereby each individual commodity is traded separately for example all farmers with irish potato are in one block. There is a body that that oversees the operations of the market. This is not the scenario in Malawi. In Malawi farmers are selling a combination of fruits and vegetables in one place.

Grading and Packaging: Produce in Muhana market especially under fruits was properly graded and packaged according quality. However in Malawi the farmers sell ungraded and unpackaged fruits.

Auctioning: Auctioning for fruits are done throughout the day while in vegetables is done from 4am to 12 noon. In Malawi the fruits and vegetables are sold without the use of auctioning.

Hygiene Practices in the market: It was observed that the hygiene within the market premises was poor despite that they are selling the food items. In Malawi hygiene is a priority where food items are sold.

Market Facilities: They have market facilities such as proper sheds, toilets, cold rooms, ripening chambers, police unit, post office facilities and electronic price display unit. While in Malawi we have some sheds but not sufficient for everyone, toilets, bins and market committees.

CONCLUSION

The visit to Muhana terminal market was very educative and met our expectation. We had an opportunity to interact directly with the farmers and the market committee. This made us understand better the operationalization of the terminal markets.

Annexure III: Back To Work Plans

Sl.No.	Name and Address	Name of the Activity
Cambodia		
1.	Mr. Thang Chhinkimchhun Cambodia	Creation of Councils Market Agricultural Products (FPO)
2.	Ms. Porn Savet Cambodia	Enhancing Livelihood of Farmers by Growing Organic Vegetables
3.	Mr. Un Aun Cambodia.	Social media for agricultural market information system
Democratic Republic of Congo		
4.	Ms. Mutama Bwinja Valerie DR Congo	Creating of communication platform to support FPO of cassava
5.	Ms. Sabiti Jeanne Zamuda DR Congo	Organization of the distribution and transportation of cassava chips
6.	Ms. Yowani Badack Francoise DR Congo	Organization of the vegetable storage
Ghana		
7.	Mr. Seth Ampomah Duodu Ghana	Using ICT information to link farmers
Kenya		
8.	Mr. Paul Kithome Mumina Kenya	Formation and strengthening of fish farmers clusters
9.	Ms. Mary Wacera Kanyi, Kenya	Strengthening of Nakuru County Dairy Farmers Federation (NACODAFF)
10.	Ms. Jacqueline Muendi Kiio Kenya	Development of training module to build capacity of extension staff and farmers on formation of FPOs in Kenya
Liberia		
11.	Mr. Gbargbay Paye Konah Liberia	Linking Rural Farmers to Micro Credit Loans
12.	Mr. Klah Julius S. Liberia	Linking rural vegetable farmers to urban market (smallholders)
13.	Ms. Thompson Theresa Liberia	Creating Awareness for Market Linkage for Vegetables Growers Mobilization
14.	Mr. Fahnbulleh Momodu Dono Liberia	Linking rural cassava farmers to district/urban market
Malawi		
15.	Ms. Kalua Getrude Temwani Malawi	Linkage of markets for groundnuts farmers (Seed multiplication farmers)
16.	Ms. Mhone Victoria Bweo Malawi	Linking cooperative farmers to markets
17.	Mr. Watson Peter Malawi	Linking Soya Farmers to markets
18.	Mr. Nyirenda Youngs Alfred Zebedia Yangazu Malawi	Honey Marketing for Smallholder beekeepers
Uganda		
19.	Ms. Jennifer Oyuru Uganda	Strengthening Rice farmers to become strong FPOs
20.	Mr. Samuel Mugoya Uganda	Better Pond Management Practices

