



Training Team Course Prospectus

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EHPEA Training Team

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1. Introduction

1.1. Introduction to the EHPEA Training provision

1.1.1 Background

Availability of suitably trained Ethiopian Staff to work at all levels of employment on the farm is essential for the sustainable development of the sector. In 2006, a 'Training Needs Assessment' for the sector was completed. This study, which was supported by the ENHPP and conducted by external specialists working in cooperation with the Association and the flower export farms, recommended three areas of intervention:

- Revision of the Degree curriculum at Jimma University to enable the University to provide suitably trained personnel to meet future management needs in the sector
- Practical crop management training for Supervisors and Graduate Agronomists; to be provided at a new Horticultural Practical training Centre where a 'Safe work environment' can be established to give trainees practical experience with no risk to commercial crops on the farm.
- Short Courses to be provided for personnel already working on the farms to address immediate training needs of the farms

Emphasis was placed on the requirement for the training provision at all levels to be practical, participatory and relevant to sector needs.

1.1.2 Establishment of the EHPEA Training Provision

The EHPEA training team was established in 2007 to provide short courses to meet immediate industry needs. The team comprises a group of Ethiopian trainers who worked initially under the guidance of an expatriate horticulture vocational training specialist, Dr Glenn Humphries and with support from the Ethiopia Netherlands Horticulture Partnership Programme. Now the team has been integrated into the EHPEA Association structure as a Department and as donor support is being phased out farms are making a contribution to the cost of provision. The Training Team is based at the Association and training is provided on the farm sites and at convenient local venues by the EHPEA Trainers who work, when necessary, with support from external subject specialists (CBI, WUR, ILO, MoA, MOLSA, and EPA).

Courses are provided to address industry needs relating to:

- ✚ Aspects of the 'safe use of pesticides'
- ✚ Topics relating to improving market access by helping farms to meet the requirements of the EHPEA Code of Practice and relevant Market Labels
- ✚ Supervisory Management of various aspects of production and Postharvest.

Details of these courses are included in this prospectus. Farms with additional needs are asked to bring these to the attention of the training team and, when possible, attention will be given to the development of new and relevant training or the organisation of specialist workshops to meet these additional needs.

1.2. Why investment in training is important

Experience has shown that planned and regular provision of training leads to employees becoming more interested, motivated and skilled and staying longer with the farm. This facilitates the establishment of a stable and skilled workforce and management team that in turn leads to reliable standards and high quality of production.

Provision of training is also essential for some aspects of Legal and market label compliance. Here protection of the environment, establishment management policies and procedures for the effective control of farm practices and the need to ensure that employees are adequately informed so that they are able to work safely, are all important. Clients are looking to be able to buy regularly and with confidence from producers who implement acceptable production procedures and who are able to supply high quality produce reliably. The provision of regular and relevant training can make an important contribution to enabling the farm to meet these requirements and become a 'supplier of choice' for preferred clients.

1.3. How to get the best from investment in training

It is important that farms understand that attending a training course is only part of a process leading to improvements in performance on the farm. The Farm management team is advised to give consideration to the following points:

- **Identification of the farm needs for training**

Consider:

- What requirements for training are specified in the Law and in the Codes and Market Labels needed by the farm?
- In what areas of farm work is training needed to build capacity and/or improve performance

- **Who will provide the training**

Some training can be provided in house by management and supervisors. Please ensure that these staffs understand that training of staff is part of their job and that they have the necessary time, resources and training skills to be able to provide effective training as needed. EHPEA is able to help here with a Training of Trainers Course for Supervisors and graduate Agronomists to build competence in Training skills for use on the Farm.

Other training will need to be provided by external training service providers, the EHPEA Team, input suppliers, consultants and specialists. Check the provision of training offered to ensure that the trainers are suitably experienced and the content is relevant to your needs. Look also at whether the training is designed to create awareness or to develop competence.

- **Who to send to training courses**

Please read the brief relating to the Training and send the appropriate people. Job relevance, level of training and language proficiency are all important if the farm and the trainee are to benefit fully from the training provided.

Remember that sometimes it is important for busy people, managers and key workers to make time to attend in person rather than send a representative to collect the course handbook.

Please also build the capacity of your farm by sending more than one person to a course or by sending additional people for training whenever courses are being provided in your locality. Implementation of learning on the farm is easier when trainees can discuss the course material on site and retention of key skills often requires that the farm has a second person trained to take over when the designated and trained member of staff leaves the farm or takes holiday.

- **Briefing and follow up**

Before the training: Staffs that are sent to training courses need to be briefed about the course that they are to attend and how this training is to relate to their current or future roles and responsibilities in the farm. Please also inform the line manager about the details of the training so that he/she can ask for particular topics to be raised during the training to enable the provision of effective follow up with the trainee after the trainee returns to the workplace.

After the training: Make follow up with the participants to find out about what the training was about. Ask to see the training materials provided but do not run away with the participants copy. Additional copies can almost always be obtained from the Course provider. Discuss with the trainee how the training relates to their own work and what you would like the trainee to do as follow up to the course. This may be; prepare a short report for management, implement new actions or work to a new target, etc. Where the work practices described in the training are different to those used on the farm, explain why this is the case but do not attempt to 'rubbish the training' or excuse any poor practice currently used on the farm'.

Trainees who are encouraged to put learning into practice will respond positively but trainees who are not able to implement their learning will become frustrated.

Revision and follow up: Training is not a 'one time activity that automatically leads to sustained improvement'. Always make follow up with trainees; discuss progress and check work to ensure that instructions have been understood and learning is being implemented. Also use this time to revise important points from the trainings and to add new material to enrich and expand the learning process.

- **Plans and records**

Here the Manager needs to work with Department Heads and key office bearers; Internal Auditor, Farm Safety Officer and Environment Officer, to make and document an annual farm training plan.

The training needs/plan should then be communicated to all Section Heads so that they know what to expect and to the EHPEA Trainers to the Association so that they can include your requirements in the work plans for the training team. A schedule of routine trainings will be prepared, based on the needs expressed by farms, every 3 months and the training schedule developed will be advertised on the EHPEA Resource Centre web site and communicated directly to all farms involved. Arrangement of additional courses may also be possible if we have enough notice to programme these into the work plan for the team. Please note however that we are not able to guarantee that we can always provide training today because your audit is tomorrow!

Records of internal and external trainings that have been provided for your staffs should be maintained on the farm. These are useful for planning and will be needed as evidence for Code and Market Label compliance. Formats for making plans and keeping records are provided in Appendix 4.

The EHPEA Team will issue Certificates for all trainees that meet the standards required for certification for courses provided by EHPEA. Many other organisations also provide certificates of attendance.

In all cases the original certificate should remain with the Course participant but copies should be placed in the Farm Training file and in the personnel file of the staff member concerned.

2. How to make a Booking for EHPEA training

2.1 Arrangements for accessing the EHPEA Training provision

Training provided by or organised by EHPEA is open to all farms involved in the production of flowers, fruit, vegetables and herbs for export. During the development phase, training costs have been substantially paid by the Donors, primarily the ENHPP but also with contributions from Sweden, (SCC) and the ILO. This support has been augmented with contribution from the Association, EHPEA who has provided an office base and support services; transport, administration and communication services. From the beginning of 2012 however donor support for the service will phase out and farms and now asked to make a contribution to the cost of the training provision. The Fee is paid annually and is currently Euro 25 per ha for a production area up to 50 ha. This fee will be reviewed and revised in June 2013. The Association will then endeavour to raise the balance of the cost from the Donor community and other industry stakeholders. We also anticipate that in due course, non-members of the Association will be asked to pay a bigger contribution to the cost of training than Association members.

Farms that wish to access training are asked to communicate their requirements to the Association Team by e mail, the resource Centre web site, direct communication with a training Team member or using the Booking form provided in Appendix 4.

2.2 Training booking

A Training Booking form is provided in Appendix 4.5 and on the Resource Centre web site for online bookings

When making a booking for training please provide the following information:

- Farm name and location
- Name of contact person on the farm
- Telephone and e mail contact details for the farm contact person
- Courses required and numbers of people to be trained
- Specific requirements, language of delivery, date of relevant audits, etc.

Please send your completed Booking form to The Association by one of the following means:

- Deliver hard copy to the Association Office, marked for the attention of the head of the Training Department
- Send the form to EHPEA using the e mail address: ehpea_training@ethionet.et
- Use the on line booking form on the resource Centre Web site, www.ehpearc.org

3. Course Details

Courses and support provided by the EHPEA Training Team include:

- 3.1 Safe Use of Pesticides
- 3.2 Pesticide Store Keeping
- 3.3 Introduction to Crop Scouting
- 3.4 Supervision of Spraying
- 3.5 Safe working practice for the Fertigation Team
- 3.6 Introduction to Farm Auditing
- 3.7 Training for Human Resource Managers
- 3.8 Training for Environment Officers
- 3.9 Training for the Farm Safety Officer
- 3.10 Training for the Farm Safety Committee
- 3.11 Fire safety Training
- 3.12 Supervisory management skills
 - Training Skills for use on the farm
 - Maintaining standards and meeting targets
- 3.13 Introduction to being a Supervisor
- 3.14 Work Place Communications and Work Place Committees
- 3.15 Introduction to Corporate Social Responsibility
- 3.16 Supervision and Quality Management in the Rose Pack house
- 3.17 Specialist Workshops and continuous professional development
- 3.18 Support for Audit preparation for the EHPEA Code

Details of these programmes are provided in the following pages.

3.1 Safe Use of Pesticides

Training for members of the Spray Team

Note: Provision of relevant Safety Training is a legal requirement in Ethiopia and is also needed for the EHPEA Code and various Market Labels. Training should be revised annually

Course Aims	To explain to spray men how to work safely with pesticides and to confirm that the safety messages have been remembered and understood
Course Content	<ul style="list-style-type: none"> • How and when pesticide poisoning can occur • Safety information on the pesticide label • Use and care of Personal Protective Equipment (PPE) • How to work safely when handling pesticides and spraying • Spillage and waste disposal • Accident and emergency procedures for personal contamination
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Explain the coloured warnings and pictograms used on the pesticide labels • Demonstrate the correct way to wear and care for PPE • Explain why it is important to wear and care for PPE correctly • Explain how to work safely and why re-entry times and pre-harvest intervals must be observed • Demonstrate how to clean up spillage and dispose of pesticide waste water and empty containers • Explain what to do if he becomes contaminated or feels ill whilst working
Target Participants	All Spray Supervisors and members of the Spray Team
Pre-requisites	All people working with pesticides must be male
Course Duration	One day for instruction and 30 minutes per person for assessment
Delivery	Oral instruction, group discussion and practical participation in demonstrations Instruction can be provided in Amharic or Oromifa
Assessment	By practical demonstration and oral questioning
Relevance to Codes and Market Labels	Current Certificate required for:EHPEA Code of Practice, EPA Legislation,MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	Course handbook (available in Amharic, Oromifa and English)

3.2 Pesticide Store Keeping

Training for People working in the Pesticide Store and with Pesticide Issue and Receipt

Note: Provision of relevant Safety Training is a legal requirement in Ethiopia and is also needed for the EHPEA Code and various Market Labels. Training should be revised annually

Course Aims	To enable the people working in the pesticide stores to work safely and implement correct store keeping practices
Course Content	<ul style="list-style-type: none"> • When and how pesticide poisoning can occur • Safety information on the pesticide label • Use and care of Personal Protective Equipment (PPE) • How to work safely when handling pesticides and working in the pesticide stores • Principles and practices of practical pesticide storekeeping • Spillage and waste disposal • Accident and emergency procedures for personal contamination
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Explain the information provided on the pesticide labels (Coloured warnings, pictograms, manufacture date, product name&ai) • Demonstrate the correct way to wear and care for PPE and explain why it is important to wear and care for PPE correctly • Organise the produces in the store • Demonstrate the correct procedures for receipt and issue of pesticides and keep records of these activities • Demonstrate how to clean up spillage and dispose of pesticide waste water and empty containers • Carry out a stores check and stock inventory • Explain what to do if he becomes contaminated or feels ill whilst working
Target Participants	All Pesticide storekeepers and at least one assistant and/or the spray Supervisors where this person measuring and issuing from the stores
Pre-requisites	All people working with pesticides must be male Basic numeracy and literacy and in Amharic and English
Course Duration	Two days for instruction and one day for written and practical assessment
Delivery	Oral instruction, group discussion and practical participation in demonstrations. Instruction can be provided in Amharic or Oromifa
Assessment	By practical demonstration, written examination and oral questioning
Relevance to Codes and Market Labels	Current Certificate required for:EHPEA Code of Practice, EPA Legislation, MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	Course handbook (available in Amharic, Oromifa and English)

3.3

Introduction to Crop Scouting

Training for People working in the Crop Scout Team



Course Aims	To enhance the ability of people working in the crop scout team to identify common pests and diseases of roses, inspect crops and record findings
Course Content	<ul style="list-style-type: none"> • Why effective Crop Scouting is important • Roles and responsibilities of the crop scout • Identification of major pests and diseases of roses • Favourable conditions for infection and symptoms of infection • Identification of an 'area' in a greenhouse • The Crop scout plan for a week in a greenhouse • Examination of the crop • Marking hot spots • Records of findings
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Explain why effective crop scouting is important • Identify common pests and diseases of roses • Make a crop scout plan and demonstrate how to examine a crop • Collect samples for identification • Make an accurate record of a crop inspection, identity, location and severity • Report important findings to the Crop Scout agronomist
Target Participants	All members of the crop scout team
Pre-requisites	Basic literacy and in Amharic
Course Duration	Two days for instruction and one day for written and practical assessment
Delivery	Oral instruction, pest and disease identification and practical crop scouting exercises. Instruction can be provided in Amharic or Oromifa
Assessment	By practical demonstration, written examination and oral questioning
Relevance to Codes and Market Labels	Current Certificate or evidence of in house training is required for:EHPEA Code of Practice, EPA Legislation, MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	Course handbook (available in Amharic and English)

Note:

1. It is desirable that the Crop protection Agronomist participates in the Training as a Trainer to ensure compatibility between the training presentation and current farm practices.
2. Scouting methodology for IPM is not included as the methodology for quantification and reporting for IPM is specific to the supplier of Biological agents to the farm

3.4

Supervision of Spraying

Training for the Spray Team Supervisor



Course Aims	To increase the ability of the spray team supervisor to effectively train and supervise the spray team members and ensure that pesticide treatment is applied effectively
Course Content	<ul style="list-style-type: none"> • Roles of the spray team supervisor (practical instruction of workers, team work, standards of work and team discipline, communication and records) • Revision of Safe use of pesticides & safe working practices for spraying • Information on the pesticide label and in the spray instructions • Use, care and management of Personal Protective Equipment (PPE) • Effective mixing, pre-start checks and spraying techniques • Speed, nozzle and pressure selection and principles of calibration • Spillage and waste disposal • Accident and emergency procedures for personal contamination
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Describe the roles of the spray team supervisor • Explain how to work safely with pesticides • Demonstrate effective spraying techniques for a range of pest and disease problems in the crops grown on the farm • Provide practical instruction in 'Safe working practice and effective spraying techniques for spray men in his team • Carry out equipment prestart checks and a check of nozzle output • Ensure that pesticide is mixed correctly and treatment is applied effectively and reliably • Ensure that PPE is stored, cleaned and used correctly and that safe working practices are followed by all team members at all times • Demonstrate how to clean up spillage and dispose of pesticide waste water and empty containers and explain what to do if an accident involving pesticide happens at work
Target Participants	All Spray Supervisors
Pre-requisites	All people working with pesticides must be male
Course Duration	Four days for instruction and one for written and practical assessment
Delivery	Oral instruction, group discussion and practical participation in demonstrations. Instruction can be provided in Amharic or Oromifa
Assessment	By practical demonstration, written examination and oral questioning
Relevance to Codes and Market Labels	Current Certificate required for: EHPEA Code of Practice, EPA Legislation, MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	Course handbook (available in Amharic, Oromifa and English)

3.5

Safe Working Practices for Fertigation

Training for the fertiliser and Acid Store keeper and members of the Fertigation Team



Course Aims	To increase the ability of the Fertigation Team members to work safely and correctly with fertilisers and concentrated acids
Course Content	<ul style="list-style-type: none"> • Roles of members of the Fertigation Team • Why Acids and Fertilisers are used in crop production • Properties of concentrated Acids and Fertilisers • Safe working practices for handling Acids and fertilisers • Management of Acids and fertilisers in the stores • Use, care and management of Personal Protective Equipment (PPE) • Safe and correct techniques for mixing • Spillage and waste disposal • Accident and emergency procedures for personal contamination
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Describe the Roles of members of the Fertigation Team • Explain how to work safely with Acids and fertilisers • Work safely and organise stock of Acids and fertilisers in the stores • Demonstrate the use, care and management of Personal Protective Equipment (PPE) • Demonstrate safe and correct techniques for mixing • Demonstrate how to clean up spillage and dispose of waste • Explain what to do if an accident involving acids or fertiliser happens at work
Target Participants	All members of the Fertigation Team
Pre-requisites	
Course Duration	One days for instruction and 40 minutes per person for assessment
Delivery	Oral instruction and practical participation in demonstrations. Instruction can be provided in Amharic or Oromifa
Assessment	By practical demonstration and oral questioning
Relevance to Codes and Market Labels	Current Certificate required for: EHPEA Code of Practice, EPA Legislation, MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	Course handbook (available in Amharic)

3.6 Principles and Practices of Farm Internal Auditing

Training for Farm internal Auditors

Course Aims	To introduce to Farm Internal Auditors the principles and practices of Auditing Farm practices
Content	<ul style="list-style-type: none"> • Introduction to Codes and Market Labels • Introduction to the Audit Process, (planning, organising, opening meeting collection and verification of evidence and the audit report) • Roles of the Internal and External auditor and audit • Introduction to techniques for the collection of evidence including transect walk to see site facilities and equipment, examination of records and documents, and collection of personal testimony from management and workers • Use of the Code and home generated check sheets • Introduction to the requirements for GAP, Environment, Personnel management, Social welfare, employment and CSR on the farm
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Explain the Code to Farm owners and all levels of farm employees • Establish a compliance team and prepare an Internal Audit procedure for the farm • Plan and conduct an internal Audit for the Farm for the EHPEA code of Practice • Prepare an audit report • Keep Internal audit records and records of follow up for corrective actions needed and taken • Liaise with the EHPEA training team and facilitate the External Audit • Discuss findings with relevant members of the Farm Management Team and give advice on the corrective action needed
Target Participants	Farm Internal Auditors (minimum Graduate level) Please train two people Ideally one member of the Audit team should be female
Pre-requisites	Participants must have good written and spoken English
Course Duration	Five days total including one day on the farm for base line code Audit
Delivery	Oral instruction, group discussion and practical participation in Audit activities Instruction can be provided in Amharic or English
Assessment	Candidates must produce an accurate Audit report
Relevance to Codes and Market Labels	Current Certificate is required for EHPEA Code of Practice and EPA Legislation. Skills are also useful for implementation of all market label standards
Materials issued to participants	<ul style="list-style-type: none"> • Course handbook (available in English or Amharic) • Farm Friendly Department Check sheets • Official Code Check sheets, Bronze, Silver and Gold (English)

3.7 Training for Human Resource Managers and Administrators



Course Aims	To introduce to Farm Human Resource Managers and Administrators to the relevant requirements for the EHPEA Code of Practice and the Principles and Practices of Farm Auditing for Code and Market Label compliance
Content	<ul style="list-style-type: none"> • Introduction to Codes and Market Labels • Introduction to the Audit Process, (planning, organising, opening meeting collection and verification of evidence and the audit report) • Roles of the Internal and External auditor • Introduction to techniques that will be used for auditing employment practices on the farm including transect walk to see site facilities and equipment, examination of records and documents, and collection of personal testimony from management and workers • Introduction to the requirements for Employment and Worker Welfare, on the farm • Use of the Code and home generated check sheets
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Explain the Code requirements for employment practices and worker welfare to Farm owners and managers • Plan and conduct an internal Audit of employment and worker welfare issues on the farm • Prepare an audit report • Discuss findings with relevant members of the Farm Management Team and give advice on the corrective action needed • Complete the corrective actions required
Target Participants	Farm human Resource Managers and Administrators
Pre-requisites	Participants must have good written and spoken English
Course Duration	Two days total including one day on the farm for base line of Employment and worker Welfare on 'Own Farm Site'
Delivery	<p>Oral instruction, group discussion and practical participation in Audit activities</p> <p>Instruction can be provided in Amharic or English</p>
Assessment	Candidates must produce an accurate Audit report
Relevance to Codes and Market Labels	<p>Current Certificate is required for EHPEA Code of Practice and EPA Legislation.</p> <p>Skills are also useful for implementation of all market label standards</p>
Materials issued to participants	<ul style="list-style-type: none"> • Course handbook (available in English) • Farm Friendly Check sheet for Human Resource Management on the farm • Official Code Check sheets, Bronze, Silver and Gold (English)

3.8 Training for the Farm Environment Officer

Course Aims	To enable the trainees to fulfil the roles of the ‘Farm Environment Officer’
Course Content	<ul style="list-style-type: none"> • Introduction to key environmental concerns and the need for farms to minimise their impact on the Environment • Roles and responsibilities of the Farm Environment Officer • Introduction to Environment Risk Assessment; identification of the impacts of farm activities on the environment and implementation of suitable practical preventative and mitigating actions with reference to: Resource selection and management, good housekeeping, waste, minimisation, management and disposal for Crop protection products use of water and fertiliser, soil and site management • Environment training for Farm workers • Environment Audit practices • Farm Social and Environment Plan and report
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Carry out a basic environment risk assessment of farm practices, record findings and discuss corrective actions needed with the farm management team • Complete an Audit of the farm Environment • Contribute to the Internal Audit of the farm for EHPEA Code compliance • Provide environment awareness training for farm employees • Contribute to the preparation of the farm Social and Environmental Plan and Report
Target Participants	The Farm Environment Officer and his/her assistant
Pre-requisites	Participants must have good written and spoken English
Course Duration	Four days for instruction including on farm practical risk assessment plus One day follow up farm practical day on ‘own farm’ for Environment Audit and Worker training
Delivery	Oral instruction, group discussion and practical farm Auditing Instruction can be provided in Amharic or English
Assessment	By practical participation in group exercises, worker training and farm auditing
Relevance to Codes and Market Labels	Current Certificate required for:EHPEA Code of Practice Skills are also relevant for EPA Code Legislation, MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	<p>Course handbook (available in English) including</p> <ul style="list-style-type: none"> Guidelines for reducing the environment impact of farm activities Draft documents that can be customised for farm use: Environment Policy, Environment risk Assessment procedure, Waste management procedures Overview of the environmental properties of many pesticides in common use <p>CD Presentation for Farm Workers “What’s Happening to the environment...”</p>

3.9 Training for the Farm Safety Officer

Occupational Safety and Health on the Farm

Note: Appointment of a Farm Safety Officer, conduct of a. OSH risk assessment and provision of relevant Safety Training is a legal requirement in Ethiopia. These activities and provision of Farm Safety Officer Training are also needed for the EHPEA Code and various Market Labels

Course Aims	To enable the trainees to fulfil the roles of the 'Farm Safety Officer'
Course Content	<ul style="list-style-type: none"> • Introduction to why safety on the farm is important • Review of Legal requirements for Occupational Safety and Health and the responsibilities of Owner, Manager Supervisor and Worker • Overview of factors that contribute to farm safety • Formation and roles of the farm safety committee • OSH risk assessment for common farm activities • Protection of women and young workers on the farm • HIV/AIDS policy and prevention • Accident and Emergency procedures • Welfare facilities and safety training for farm staffs
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Carry out the Roles of the Farm Safety Officer: Operation of the farm Safety Committee, Basic safety risk assessment of farm practices, Implementation of Accident and Emergency procedures, including overseeing farm first Aid provision organisation of Farm safety training in cooperation with the farm manager, Preparation of farm safety reports • Complete a Farm Safety Audit and contribute to the Internal Audit for the EHPEA Code of Practice • Contribute to the Farm Social and Environmental Plan
Target Participants	Farm Safety Officer and his/her assistant
Pre-requisites	Participants must have good written and spoken English
Course Duration	Five days for instruction including on farm practical risk assessment
Delivery	Oral instruction, group discussion and practical farm Auditing Instruction can be provided in Amharic or English
Assessment	By practical participation in group exercises and farm auditing
Relevance to Codes and Market Labels	Current Certificate required for:EHPEA Code of Practice, skills relevant for EPA Legislation, MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	<p>Course handbook (available in English) including</p> <ul style="list-style-type: none"> Draft documents that can be customised for farm use: <ul style="list-style-type: none"> Safety Policy, OSH risk Assessment procedure and check sheets Farm Safety Policy and Procedures (English and Amharic) <ul style="list-style-type: none"> Draft documents available on CD for customising for your farm Posters in Amharic, Oromifa and English: <ul style="list-style-type: none"> Pesticide Information for employees Use of PPE for spraying Accident and emergency procedures Safety Rules for the farm Safety working practices for Fertilisers Safe Lifting Safety working practices for Acids Keep warm in the cold room Personal hygiene on the farm

3.10 Training for the Farm Safety Committee

Note: Formation of a Farm safety committee is a legal requirement and is also needed for Code and market label compliance

Course Aims	To enable the trainees to fulfil their roles in the 'Farm Safety Committee' And contribute to the implementation and monitoring of Safe Working Practices on the Farm.
Course Content	<ul style="list-style-type: none"> • Introduction to why safety on the farm is important • Review of Legal requirements for Occupational Safety and Health • Responsibility of Owner, Manager Supervisor and Worker for farm safety • Overview of factors that contribute to farm safety • Formation and roles of the farm safety committee • Practical OSH risk assessment for common farm activities • Protection of women and young workers on the farm • Accident and Emergency procedures • Welfare facilities and safety training for farm staffs
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Participate effectively in the activities of the Farm Safety Committee • Assist in the on-going monitoring of the work environment and implementation of safe working practices on the farm • Assist in the promotion of a Safety Conscious attitude amongst fellow employees
Target Participants	All members of the Farm Safety Officer Committee
Pre-requisites	On Farm introduction to their participation in the farm safety committee
Course Duration	Three days for instruction including on practical farm risk assessment
Delivery	<p>Oral instruction, group discussion and practical farm risk assessment, safety training and accident procedures</p> <p>Instruction can be provided in Amharic</p> <p>Training can be combined with Farm safety officer training so that the whole team is trained at the same time and works together for relevant group exercises</p>
Assessment	By practical participation in group exercises (Certificate of Attendance)
Relevance to Codes and Market Labels	Current Certificate required for:EHPEA Code of Practice, skills relevant for EPA Legislation, MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	Course handbook (in preparation in Amharic)

Note: Farm safety committee members should also attend the training for committees that forms part of the Internal Work Place committee training

3.11

Fire Safety Training

Course Aims	To equip the trainees with the knowledge needed to implement procedures on the farm to reduce the risk of fire and to take appropriate action if a fire occurs
Course Content	<ul style="list-style-type: none"> • Introduction to when and how fire occurs • Identification of Fire risks and actions needed to reduce fire risk on the farm • Raising the alarm when a fire occurs on the farm • Development of an emergency evacuation plan • Fire training for key workers • Selection siting and use of fire extinguishers • Practical fire fighting
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Prepare a site plan for display and reference for a fire crew attending a fire on the farm • Complete a Fire Risk assessment for the farm and propose actions to reduce or remove risks • Advise the manager and Farm Safety Officer of the requirements for fire extinguishers and a fire alarm system • Train key workers in each Department on the farm so that they know what to do in the event of a fire occurring in their section • Organise, supervise and evaluate a 'fire practice' in each section of the farm
Target Participants	The Farm Fire Safety Officer and key staff from the Safety Committee and high risk departments, e.g. Workshop and Guards
Pre-requisites	Farm to inform their course participants of their 'responsibilities for fire' on the Farm
Course Duration	Five days including on farm practical risk assessment, practical use of fire extinguishers and assessment
Delivery	Oral instruction, group discussion and practical farm risk assessment, safety training and accident procedures Instruction can be provided in Amharic
Assessment	By practical participation in group exercises and written test
Relevance to Codes and Market Labels	Current Certificate required for:EHPEA Code of Practice. Skills are also relevant for EPA Legislation, MPS SQ, FFP, Global GAP and Fair Trade
Materials issued to participants	Course handbook (in preparation in Amharic)

Note: Training will be arranged and facilitated by EHPEA and delivered by the Addis Ababa fire Service

3.12

Supervisory Management Skills

Training for Graduate Agronomists and Supervisors

Two Modules

Training skills for the Farm
Maintaining standards and meeting targets

Course Aims	To enhance the practical supervisory management skills of graduate levels staff or staff of equivalent status working on the farms
<p>Notes: Details of each Module are provided below and overleaf: Module 1 Training skills for the Farm Module 2 Maintaining standards and meeting targets</p> <p>Relevant examples will be used to customise the delivery for Supervisors in different departments of the farm</p> <p>Farms may make up mixed groups of supervisors from different departments on the farm or may share a course with other neighbouring farm so that more emphasis can be placed on tasks that take place in specific departments.</p>	
Course Content	Please see details overleaf
Expected Outcomes	<p><i>On completion of these module the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Identify training needs, prepare a training plan, provide training for farm employees and keep training records • Use appropriate techniques to monitor the quality and amount of work being done by farm employees • Give feedback and provide coaching for farm employees
Target Participants	Section or department leaders, Graduate Agronomists and people with equivalent level of responsibility and ability
Pre-requisites	Participants must have good written and spoken English Course handbook is currently only available in English.
Course Duration	Three days for each Module
Delivery	Oral instruction, group discussion and practical participation relevant farm activities.
Assessment	Candidates will be assessed during the training and will also be required to prepare and submit completed assignments relating to activities completed after the training
Relevance to Codes and Market Labels	Skills are essential for implementation of requirements and maintaining standards Skills are also relevant to all other aspects of the management of people and documentation on the Farm
Materials issued to participants	<ul style="list-style-type: none"> • Course handbook (available only in English at this time but Amharic is in preparation)

Supervision Skills course content:

Supervisory Management Skills Module 1 <i>Training skills for the Farm</i>	
Content	<ul style="list-style-type: none"> • Profiles of Farm Trainers and trainees • Reasons to invest in training • Training needs assessment for farm employees • Preparation of a Department training plan • Training techniques for the farm • Planning and preparing a training session • Delivery of practical training in the workplace • Training records • How to get the best out of your investment in training
Expected Outcomes <i>On completion of this module the trainee should be able to:</i>	<ul style="list-style-type: none"> • Identify training needs • Make a training plan • Prepare and deliver practical training for farm employees • Keep training records
Supervisory Management Skills Module 2 <i>Maintaining standards and meeting targets</i>	
Content	<ul style="list-style-type: none"> • Why quality and rate of work varies between people and over time • Why it is important to be proactive in monitoring performance and maintaining standards • Preparation of criteria for measuring standards of work done • Assessment of work in progress and work completed • Coaching and providing feedback to staff • Quality assurance and quality control procedures • Working with bench marks and the cycle of Continuous Improvement • Measuring work output • Setting and meeting targets for work output
Expected Outcomes <i>On completion of this module the trainee should be able to:</i>	<ul style="list-style-type: none"> • Establish a reasonable rate of work for routine tasks and encourage staff to meet targets • Monitor work in progress and check completed work to establish the standard and rate of work actually being achieved • Take appropriate action when standards and work rates fall below expectation • Contribute to the development and implement of Quality Assurance and Quality control procedures for work done in their department on the farm

Other Modules may be developed in due Course:

- **Team Leadership and staff motivation**
- **Work Organisation and planning**

Guidelines on Management of documentation and records are also available from the Training Team

3.13 Introduction to being a Supervisor

Training for workers who have been internally promoted to Supervisor or Team Leader positions

Course Aims	To help farm staff to make the transition from being a worker to being a supervisor and to enhance the ability of internally promoted workers to be effective supervisors and team leaders
Course Content	<ul style="list-style-type: none"> • Roles and responsibilities of a Farm Supervisor • Characteristics of an effective supervisor and overview of the skills needed to be a good supervisor • Working with people; Teamwork, leadership, motivation and discipline • Resolving problems between team members • Delivery of practical training in the workplace • Why it is important to be proactive in monitoring performance and maintaining standards • Preparation of criteria for measuring standards of work done • Assessment of work in progress and work completed • Coaching and providing feedback to team members • Planning, organising the work of the team • Communication of instructions to workers and results to Management • Occupational Safety and Health in the workplace
Expected Outcomes	<p><i>On completion of the programme the trainee should be able to:</i></p> <ul style="list-style-type: none"> • Develop team spirit and motivation amongst staff in their department • Be more confident and effective in undertaking the role of Supervisor • Provide practical instruction for team members • Monitor work in progress and check completed work to establish the standard and target rate of work actually being achieved • Take appropriate action when standards and work rates fall below expectation • Plan and organise the work in their own team on the farm • Communicate requirements, instructions and results effectively • Ensure that work is done efficiently • Take responsibility for the safety of people working in their area
Target Participants	Workers who have been promoted internally to the position of supervisor
Pre-requisites	Fluency in Amharic
Course Duration	Five days for instruction including on farm practical assessments
Delivery	Oral instruction, group discussions and practical farm exercises
Assessment	By practical participation in group exercises and farm practical exercises
Relevance to Codes and Market Labels	Skills are essential for implementation of requirements and maintaining standards for all aspects of farm work
Materials issued to participants	<ul style="list-style-type: none"> • Course handbook (Currently in preparation in Amharic)

3.14 Work Place Communication and Work Place Committees

Training for Managers and Work Place Committee Members



Course Aims	To improve work Place Communications and Worker involvement in farm operations by the establishment of sustainable work place committees
Course Content	<ul style="list-style-type: none"> • How work place committees can contribute to farm management, work place communication and worker commitment to the farm • Roles and responsibilities of different types of committee on the farm • Committee composition and the election process • Roles and responsibilities of committee members and office bearers • Effective operation of a Committee; collection of Agenda items, meeting discipline, minutes and feedback to management and workers • Preparation of Action Plans
Expected Outcomes	<p><i>On completion of the programme it is expected that:</i></p> <ul style="list-style-type: none"> • Managers will have a better understanding of how to work with and integrate worker committees into the management practices of the farm • Committee members will have a clearer understanding of their roles and responsibilities • Interaction between committee members and the workers that they represent will improve • Implementation of free and fair elections and conduct of effective meetings will improve • The use of committees to improve work place communications will be enhanced • Worker committees; Worker Committee or Union, Farm Safety committee, Environment Committee, Gender committee, etc. will become respected and valued entities in the Farm and committee activity will become more sustainable • Action plan for chosen committee operations or topic for committee to address
Target Participants	Representatives from the Management team, senior supervisors, worker committee or union, farm safety committee, Gender committee, etc.
Pre-requisites	Fluency in Amharic
Course Duration	Two days (manager for first two hours and second afternoon) and committee representatives for whole two days
Delivery	Oral instruction, group discussions and practical exercises
Assessment	Practical participation in group exercises and preparation of the Farm Action plan(Certificate of Attendance)
Relevance to Codes and Market Labels	Skills are essential for good work place communication and establishment of sustainable and useful committees
Materials issued to participants	<ul style="list-style-type: none"> • Course handbook (Currently in preparation in Amharic)

3.15 Introduction to Corporate Social Responsibility on the Farm

Training for Managers and CSR Committee Members



Course Aims	To promote high ethical standards and the implementation of Corporate Social Responsibility in Ethiopian Farms
Course Content	<ul style="list-style-type: none"> • Introduction to the principles of CSR • How CSR can contribute to the sustainable operation of the farm • Explaining CSR to managers, workers and stakeholders in the community • Establishment of a CSR Team • Selection of an activity • Planning, budgeting and reporting • Exchange of experiences between participants
Expected Outcomes	<p><i>On completion of the course it is expected that participants will be able to:</i></p> <ul style="list-style-type: none"> • Explain CSR to management and to workers • Form a CSR Team • Consult with Farm or Farm and community stakeholders to select a suitable CSR project for the farm • Prepare an action plan and budget for the chosen activity and oversee the implementation of the project • Prepare an annual CSR Report and plan
Target Participants	CSR Team Leader and representatives from the CSR Committee
Pre-requisites	Fluency in English and Amharic
Course Duration	Twodays including one day of farm visits
Delivery	Oral instruction, group discussions and practical exercises
Assessment	
Relevance to Codes and Market Labels	EHPEA Gold level and Fair trade
Materials issued to participants	Copy of Course Presentations, FRICH Kenya Report, Case studies and the Handbook 'Inspiring Practices in Corporate Social Responsibility guidelines for commercial agriculture in Ethiopia.

3.16 Supervision and Quality Management in the Pack House

Training for Pack House Agronomists and Managers working with Roses

New for
2013

Course Aims	To enhance the ability of Pack house management teams to achieve and maintain high standards of postharvest handling and cold chain management on the farm by the implementation of a Quality management system
Course Content	<ul style="list-style-type: none"> • Roles and responsibilities of greenhouse and pack house management team members in relation to the achievement and maintenance of high standards of postharvest handling and cold chain management on the farm • Supervision skills for the pack house; communication, working with people; teamwork, leadership, motivation and staff discipline • Delivery of practical training in the workplace • Why it is important to be proactive in monitoring performance and maintaining standards • Preparation of criteria for measuring standards of work done and assessment of work in progress and work completed • Coaching and providing feedback to team members • Communication of instructions to workers and results to Management • Occupational Safety and Health in the packhouse • Development of a Quality management system (QMS) for the pack house • Auditing of pack house procedures and standards
Expected Outcomes <i>On completion of the programme the trainee should be able to:</i>	<ul style="list-style-type: none"> • Develop team spirit and motivation amongst staff in their department • Provide practical instruction for team members • Monitor work in progress and check completed work to establish the standard and target rate of work actually being achieved • Take appropriate action when standards and work rates fall below expectation • Communicate requirements, instructions and results effectively • Contribute to the development and implementation of a Quality management system for postharvest and cold chain management on the farm • Take responsibility for the safety of people working in their area
Target Participants	Pack House Agronomists and Managers working with Roses
Pre-requisites	Fluency in English
Course Duration	Five days for instruction and Assessment plus own farm audit (Two)
Delivery	Oral instruction, group discussions and practical farm exercises
Assessment	Written and practical examination plus audit of own farm practices
Relevance to Codes and Market Labels	Implementation of a Quality management System is needed for the Gold level of the EHPEA Code Course content and skills are of relevance to all flower export farms
Materials issued to participants	Coursehandbook including a draft Quality management system and audit check sheets for postharvest and cold chain practices on the farm

3.17 Continuous Professional Development and Specialist Workshops

Learning is a Lifetime Activity

Participation in specialist workshops, study groups and organised farm visits is an important aspect of building personal capacity, learning new technologies, exchanging information and experience with colleagues in the sector and stimulating personal motivation to do

To facilitate this process the EHPEA Team will periodically organise and facilitate workshops where the training is provided primarily by Ethiopian or International Specialists.

A code requirement for all Internal Auditors, Farm Safety Officers and Environment Officers are required to participate in annual continuous professional development activities has also been introduced.

The annual programme for specialist workshops is determined on an on-going basis and gives consideration to:

- Changes to Government legislation and the need to discuss or inform farms about these legislations
- On-going project activities; activities related to ENHPP projects, FRICH, CBI, Green Team etc.
- Specialist topics required for Code Compliance
- Requests from Farms

If you would the Association to organise Workshops on particular topics, Farm visits, study tours etc. Please let us know

Details of dates and venues for workshops that have been arranged will be advertised on the Resource Centre web page and communicated to each farm by e mail and telephone call from the Association and/or directly from the Training Department one-two weeks before the event.

3.18 Support for Audit preparation for the Code of Practice

The EHPEA training Team is able to make visits to your farm site periodically to check on your progress towards Code compliance and to provide guidance as necessary. Farms have found this service helpful, particularly in the early stages of establishing compliance, to confirm that actions are completed correctly and to motivate the team to complete activities. A final check before the external Audit also often helps to reduce the number of non-compliances found during the external audit.

The Trainers are also able to make a half year check of farm practices to check the key and often 'non-permanent' items of compliance. This is particularly important in the early years after Certification to ensure that good practices presented at the audit remain active after the audit.

If you would like the team to provide a series of visit during your preparation phase or to make a mid-year check that standards are being maintained, please confirm your requirements to the training team and we will include these visits in the programme for your farm.

4. Appendices

- 4.1. Posters available from the EHPEA Training Department
- 4.2 Draft Farm Training Policy
- 4.3 Draft Format for a Farm Training Plan
- 4.4 Farm In House Training Record
- 4.5 EHPEA Training Department Booking Form

4.1 Documents, Posters and DVDs available from the EHPEA Training Department and Resource Centre

Title	Notes
1. Farm OSH Policy and Procedures	Available in English & Amharic for customising for individual farm use
2. Environment Policy and procedures	Available in English for customising for individual farm use
3. ILO contract of employment and farm CBA	Available in English for customising for individual farm use
4. Emergency Procedures Pesticides	Available in English & Amharic
5. What you should know about pesticides	Available in English, Amharic & Oromifa
6. What to wear when handling pesticides	Available in English, Amharic & Oromifa
7. Farm Safety Rules	Available in English, Amharic & Oromifa
8. Personal Hygiene Rules for the Farm	Available in English, Amharic & Oromifa
9. Farm Harassment Policy	Available in English, Amharic & Oromifa
10. Safe Lifting and Carrying	Available in English, Amharic & Oromifa
11. Rules for working with Concentrated acid	Available in English, Amharic & Oromifa
12. Working with fertilisers and fertigation	Available in English, Amharic & Oromifa
13. Greenhouse Hygiene	Available in English & Amharic is complete
14. Keep Warm in the Cold Room	Available in English, Amharic & Oromifa
15. DVD Worker Induction	Available in Amharic
16. DVD Work Place Communication and Committees	Available in Amharic
17. DVD What's Happening to the Environment in My World?	Available in Amharic

4.2 Draft Farm Training Policy

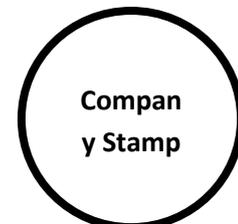
Farm Name

In recognition of the important contribution that training can provide to the sustainable operation of the farm and of the legal requirement for the farm to provide trainings for employees the farm is committed to:

- Providing induction training for all farm employees in farm safety and in the farm operational and administrative procedures relevant to their employment on the farm. The farm will also provide periodic revision of this training to enrich and expand the understanding and knowledge of the employees
- Providing technical training for all employees to enable them to work correctly, safely and efficiently at the tasks to which they are assigned
- Preparation and implementation of an annual training plan and to making the necessary staff resources and budget available to implement the plan
- Keeping training records to show that the plan has been implemented
- Facilitate the provision of in house training and access to appropriate training provided by external training providers by releasing staff from routine duties as necessary
- Making follow up after training has been provided to ensure that learning is understood and is being put into practice
- To take appropriate action when it is observed that employees are unable or unwilling to follow instructions or implement training provided
- Supporting general capacity building and career development opportunities for farm staffs within the farm capacity to support such activities

Signed:

Farm Manager



4.5 EHPEA Training Department Booking Form

Farm Name and location:

Contact person on farm site:.....

Tel:..... **e mail:**.....

Course	Number of People	Specific needs
Safe Use of Pesticides		
Pesticide store keeping		
Supervision of Spraying		
Crop Scouting		
Introduction to Farm Auditing		
Training for the Environment officer		
Training for the Farm Safety Officer		
Training for the Farm Safety Committee		
Other course , please list		
Specialist Workshops requests <i>Please list requirements</i>		

Please send your completed Booking form to The Association, EHPEA, marked for the attention of the Training Coordinator or send the information using the e mail address:

ehpea_training@ethionet.et

5 Glossary

EHPEA	Ethiopian Horticulture Producer Exporters Association
ENHPP	Ethiopia Netherlands Horticulture Partnership Programme
EPA	Environment Protection Authority
ILO	International Labour Organisation
MoA(APHRD)	Ministry of Agriculture, Animal and Plant Health Regulatory Department
MoLSA	Ministry of Labour and Social Affairs

6 Acknowledgements

The Association, EHPEA, would like to acknowledge and thank the following organisations for their support for the association training team and development of the training programme:

Organisation	Assistance Provided
Royal Netherlands Embassy Ethiopia Netherlands Horticulture Partnership Programme (ENHPP)	Support for Code development, provision of the Training Coordinator, technical input from staff at Wageningen University and for delivery of several specialist training courses
Swedish Chambers of Commerce	Support for Pesticide training programme 2007-9
ILO Decent Work Project Project partners were: ILO, MoLSA , Worker and Employers Unions; CETU, NFFFAPTU & EEF	Support for activities relating to Occupational Safety and Health training and OSH farm Policy development and for preparation of draft documentation relating to employment on the farms
FRICH Project partners are: Marks & Spencer Plc. UK, Partner Africa and EHPEA	Training in work place communication, worker Supervision, Ethical standards and Auditing for the EHPEA Trainers and a pilot group of farms Promotion of the new EHPEA Code standard and Ethiopian Produce in the UK Market
Government of Ethiopia, in particular staff from MOARD (APHRD), MOLSA and EPA	Input into specialist trainings and general support for Code implementation
Farms that have participated in the training and Code of Practice implementation programme to date	Experience sharing, provision of training facilities and participation in training and code implementation