

# LEARNING GUIDE

## FARMER BUSINESS SCHOOL

With Climate Change and Gender Perspective in Agroforestry Context



# **FARMER BUSINESS SCHOOL WITH CLIMATE CHANGE AND GENDER PERSPECTIVE IN AGROFORESTRY CONTEXT: LEARNING GUIDE**

**Department of Environment and Natural Resources - Integrated Natural  
Resources and Environmental Management Project and  
International Potato Center - Food Resilience Through Root and Tuber Crops in  
Upland and Coastal Communities of the Asia-Pacific**

**July 2018**

# PREFACE

The Farmer Business School (FBS) is adapted by the Department of Environment and Natural Resources - Integrated Natural Resources and Environmental Management Project (DENR-INREMP) for livelihood development under its Component 2: Small-Holder Institutional Investments and Rural Infrastructure. In the project context, FBS is implemented to complement with the agroforestry subprojects. The FBS is piloted in six (6) people's organizations in INREMP sites in the Wahig-Inabanga Watershed in Bohol Province.

The FBS approach was first introduced in the Philippines by the International Potato Center (CIP) - Food Security Through Asian Roots and Tubers (FoodSTART), one of the grant projects of the International Fund for Agricultural Development (IFAD). The approach is currently scaled out and adapted in INREMP project sites with support and technical backstopping by the CIP - Food Resilience Through Root and Tuber Crops in Upland and Coastal Communities of the Asia-Pacific (FoodSTART+), a grant project funded by IFAD and the European Union.

FBS is a participatory action learning process that involves farmer groups' participation in agricultural value chains. As part of capacity strengthening, FBS comprises a series of group-based experiential learning activities over a production-marketing cycle while interacting with other chain actors and stakeholders. As a tangible outcome of FBS, the farmer-participants are expected to have actual business initiated or strengthened upon completing the FBS learning process. FBS aspires to a more profitable pro-poor farm business through market oriented innovations that enhance trust, coordination and collaboration between farmers and other chain actors while empowering men and women farmers, thus ultimately contributing to sustainable livelihoods of targeted farming households.

In adapting the FBS approach, it is expected that there will be a development of capacities of INREMP staff as facilitators and enablers for micro-enterprise development of the INREMP beneficiaries.

## WHAT IS THE FBS LEARNING GUIDE?

The **FBS Learning Guide (FBS-LG)** is the FBS Manual in brief; and is meant to guide the facilitators in their weekly sessions, and remind them of the expected output per session. It is not a replacement of the FBS Manual, for the latter is a must-read for adequate FBS preparation; providing the details of needed concepts, principles, and directions to the facilitators. The manual should be read wholly during and after the Training of Facilitators, TOF-FBS, before the FBS implementation; and to prepare them for the refresher course.

The FBS-LG is an operational, easy-to-use check list of activities and outputs that the facilitator can easily refer to during the FBS session. This consists of:

- 1) **Summary of Modules:** the modules checklist with the sessions, and suggested number of hours or days of engagement with the enterprise group. The module, activities, time/length of engagement, and any change there may be, should be agreed always between the facilitators and the enterprise group.
- 2) **The Modules Learning Guide:** consists of the summarized learning objectives, suggested activities with brief description; and expected outputs.
- 3) **The FBS Monitoring-Mentoring Work Plan:** FBS monitoring-mentoring is done at two levels – by the immediate enterprise facilitators, and by the INREMP facilitators. Both local and INREMP facilitators should have this work plan to harmonize status and needs information of the group, and the nature and timing of the response either by the local or INREMP facilitators. Also, there may be need to cluster activities like the response for special topics (e.g. marketing, financial literacy, food safety and quality, packaging, etc.). Thus, this needs to be planned to invite resource persons. Other events to be harmonized and clustered are the Stakeholders' Validation Workshops after Module 4 (i.e. to share VC assessment outputs for action planning), and Module 5 (i.e. presentation of improved products, and get BDS feedback).

While the FBS-LG is handy carry during the FBS sessions, the facilitator should always refer to the FBS Manual for the concepts and principles, and to prepare for the exercises. The facilitator, however, can be creative and add-on relevant exercises related to the session.

## SUMMARY OF MODULES

MODULES	SESSIONS/ACTIVITIES	NO. OF HOURS
<i>M0. FBS Preparations</i>	FBS refresher course by INREMP facilitators Village immersion (i.e. focus sites) and legitimization with local officials (district and village) Preparatory meetings with prospective participants;	2-3 days
<i>M1. FBS Planning &amp; Targeting</i>	FBS orientation; rules of engagement, responsibilities Participant selection, profiling Preparation of monitoring folder/portfolio Prioritization and targeting Curriculum adaptation/ refinement	4-6 (separate days)
<i>M2. Group formation and strengthening; assessment and strengthening for enterprise development</i>	2a. Identification, validation of business/enterprise; capability assessment of members	2-3
	2b. Livelihood and business visioning; objectives setting  2c. Learning to work together: Improving communication skills, cooperation and trust building Facilitation skills	2-4 (maybe done longer in separate sessions if group needs more strengthening)
<i>M3. Introducing business and marketing concepts</i>	3a. The Business Enterprise and the Value chain perspective; Planning the market visit	3
	3b. Mapping the Chain; identifying chain actors; Field work – market visit Discussion/organizing outputs; sharing	2-3 4
<i>M4. Identifying &amp; prioritizing chain opportunities and interventions</i>	4a. Planning for in-depth market-supply-value chain assessment	3
	4b. Conducting chain assessment (i.e. interviews, FGDs of various chain actors)	Separate days; sub-groups
	4c. Analyzing and prioritizing chain opportunities, interventions, and potential support services needs	4
	4d. Sharing and validating with chain actors & potential business support services providers; stakeholders' validation workshop 1, SVW1; output- preliminary action plan	4-6
<i>M5. Testing innovations</i>	5a. Action planning for innovations to address opportunities and interventions; preliminary action plan from SVW1 validated with members	2
	5b. Designing and organizing the testing of innovations	2 (if multiple innovations; more time)
	5c. Conducting and monitoring the testing of innovations; Consumer and market testing	4-8

<b>MODULES</b>	<b>SESSIONS/ACTIVITIES</b>	<b>NO. OF HOURS</b>
	5d. Special topics to support innovation, examples: Production and Postharvest Interventions – RTC Opportunities; Social Marketing; food quality and safety; packaging, etc. as identified	16 (several weeks/sessions; maybe done in cluster of enterprise groups)
	5e. Analyzing results and preparing for sharing innovations	4
	5f. Sharing innovations with market chain actors & other farmers STAKEHOLDERS VALIDATION EVENT (product introduction and exhibit with improved packaging)	4-6
<i>M6. Accessing Business Development Services, BDS</i>	6a. Panel discussion of invited BDS providers	2.5 hrs
	6b. Synthesis of BDS; accessing during FBS implementation	0.5 hr
<i>M7. Business Planning</i>	7a. Business Planning lecturette	1 hr
	The preparation of the business plan for the enterprise group usually requires technical assistance from BDS provider and/or INREMP staff	
<i>FBS Enterprise Launching: the Final Event</i>	Planning of the Business Launch: 2 months before the projected date of the business launch	At the start or middle part of Module 5
	Launching new businesses/ enterprises: ca. 3 days Ingress (preparation of exhibits; business pitch) Final Event; Business Launch Post-BL; planning for post-FBS support	2 hr – pre-BL 8 hrs 4 hr
<i>Post-FBS support</i>	Monitoring of businesses, support services & external business environment	
	Managing business challenges and opportunities	
	Facilitating the preparation of business plans and access to BDS or technical assistance	

## MODULE 0

### FBS Preparations

#### **This module involves:**

- 1) an immersion process in order to:
  - a) clarify with the participating agencies and farmer group(s) the FBS process;
  - b) identify the members who will commit to FBS sessions till the business launch
- 2) the conduct of the FBS refresher course by the INREMP facilitators for the local facilitators, especially to include the use of the FBS Learning Guide and the FBS Monitoring-Mentoring Workplan

#### **Expected outputs:**

- 1) capability of local facilitators to conduct FBS enhanced
- 2) the use of FBS manual, learning guide, and monitoring-mentoring workplan clarified, understood.
- 3) supplies and materials, logistics, and templates for documented outputs understood, prepared.
- 4) refresher course conducted by INREMP facilitators.

Before Module 1, the meeting with the selected participants of FBS enterprise group, INREMP shall have been oriented and consulted the local units and farmer group on the FBS process; the participant selection process, and their involvement/ needed commitment in the FBS. This may be through consultation meetings, or through consultative visits to the relevant local offices and farmers; activities that can be done in the “village immersion” by INREMP facilitators.

There is need to assess which farmer groups are eligible or potential FBS participants with the following criteria: (1) organized and with high enough potentials to engage in business enterprise; (2) strong interest; (3) good potential of improving the supply chain (i.e. needed raw materials and other inputs).

The FBS refresher course, if necessary, should be done among local facilitators during this stage.

The facilitators should make ready the FBS documentation portfolio; where to keep the FBS documents (e.g. adapted curriculum, profile sheets, pre-test results, module session outputs, etc.). This FBS portfolio is useful in the FBS monitoring-mentoring process.

## MODULE 1

### FBS Planning and Targeting

#### **This Module involves:**

- 1) orientation of selected and committed FBS participants; and getting to know the members;
- 2) profiling of the FBS members;
- 3) prioritization or validation of the targeted enterprise; and
- 4) validation of the adapted FBS curriculum, scheduling, and logistics agreements.

#### **Objectives**

At the end of the session, participants would be able:

1. To discuss the concept and process of the FBS
2. To confirm their interest and commitment to participate in the FBS
3. To validate the FBS enterprise from the INREMP enterprise prioritization process
4. To refine the FBS curriculum according to their needs and backgrounds.

**Duration:** 4 hours

#### **Learning content and methods:**

Content / Activity	Methods
1. "Getting to know each other"	Games to help improve communication, participation/cooperation & trust building.
2. Profiling of participants and group <i>(demographic/socio-economic/educational background of individual participants; existing livelihoods of members-use template)</i>	Group interaction; followed by facilitator's brief summary of getting to know games to build core values of communication, cooperation, and trust & respect
3. Leveling of expectations and commitment to participate in the process	Meta cards, Expectations wall
4. Introduction/ orientation of the FBS	Presentation, discussion
5. Pre-testing	Use of simple questionnaire (1 page)
6. Validation/prioritization of the focused commodity, enterprise or value chain	Use of ranking criteria for 2-3 potential commodity candidate enterprise;
7. Refining the FBS curriculum	Presentation, discussion, matrix ranking, meta cards
8. Norm setting/functions and roles of participants/facilitators/resource persons	Small group discussions, presentation, consensus building exercise, line game
9. Logistical agreements: venue, scheduling, resources needed,	Discussion-interaction; firming of agreements

**NOTE:** The profile sheets of participants, and their participation in this Module should give the facilitators some ideas/insights as to the resources and capabilities of members. Facilitators should take note in their documentation. Activities 4, 7, and 8 may not take much time as these are partly discussed in Module 0.



**Expected outputs:**

- (1) Participants and facilitators reach common understanding of the FBS approach,
- (2) FBS enterprise group formed, and members profiled;
- (3) FBS curriculum validated; develop the FBS sessions plan and schedules for implementation;
- (4) Logistical needs clarified and agreed (e.g. venue, funds, supplies/materials)

## MODULE 2

### Group Formation and Strengthening for Enterprise Development

This module aims to assess, form and strengthen the involved POs for enterprise development or chain improvement. It has three sessions: (1) livelihood and business visioning, (2) individual and group capacity assessment, and (3) learning and working together.

#### *Session 1. Group formation for enterprise operation*

**Objective:**

1. To validate the potential enterprise for chain development or upgrading
2. To form the FBS group based on the validated enterprise/value chain.

**Duration:** 1 hour

This is a brief session where the trainer-facilitator will present the identified/validate enterprise/value chain based on the preliminary assessments. Facilitator describes the possible organization/formation of the group members according to the different activities (e.g. production, processing, marketing, business recording) that will be involved for the enterprise to operate. The organizational structure of the business enterprise shall then be formed. Session 2 will follow as to the visioning process.

#### *Session 2. Livelihood and business visioning*

**Objectives:**

At the end of the session, participants would be able

1. To discuss key livelihood and business concepts;
2. To develop and share their livelihood and business vision; and
3. To prioritize related market chain(s) of the validated/prioritized commodity(ies).

**Duration:** 2 hours

**Learning content and methods**

TOPICS	METHODS
1. Understanding livelihoods and business	Group exercise on livelihoods; meta cards
2. Enterprise/ business visioning of the PO	Group discussion and livelihood visioning (i.e. household livelihoods; PO livelihood)
3. Prioritizing commodity and market chains	Brainstorming; group discussion for consensus building exercise on focused market chains

*SYNTHESIS by Facilitator*

### Session 3: Learning and working together

#### Objectives:

At the end of the session, participants would be able

1. To improve the capabilities in communication and cooperation/collaboration that are basic in value chain/enterprise development
2. To assess what makes a group successful, and describe the roles and contributions of its members.
3. To firm up core values needed for the success of the business

**Duration:** 2-4 hours

#### Learning content and methods:

TOPICS	METHODS
1. Roles and contributions of group members	Team building games- start with exercises/games that highlight individual imaging, self-worth, self-knowledge as important building blocks to group work for business development; brainstorming, metacards. Examples: diads, triads; puzzle and unpuzzle
2. What makes a group successful	Team building games that highlight communication, trust building exercises

*SYNTHESIS by Facillitator.*

#### **SPECIAL TOPIC:** Facilitation Skills Building

The purposes of this session are:

- 1) to stress the importance and principles of the FACILITATION FUNCTION in the FBS process; and
- 2) to help build / improve facilitation skills.

This session will be conducted by an invited INREMP Resource Person or the FBS Facilitator.

**Method:** Lecture; games; role-playing; video

## MODULE 3

### Introducing Marketing and Business Concepts

This module aims to introduce key concepts on business, enterprise, supply- market and value chains. It consists of two sessions: (1) market-supply and value chain perspectives, and (2) entrepreneurship for small-scale producers.

Module 3 starts with practical discussion of the concepts and principles of market, supply and value chain, especially the differences between the three: in terms of forward and backward linkages; value chain concept's main difference involving the importance of facilitation and collaboration of all chain actors for mutual benefits. This is Session 1, which includes a Market Visit for an experiential learning of the concepts and principles, as well as serving as preliminary to Module 4 on the actual value chain assessment.

#### *Session1: Supply-Market and Value chain perspective*

#### **Objectives**

At the end of the session, participants would be able

1. To improve understanding of the participants on the concepts of business and enterprise, supply-market chains, and adding value.
2. To identify the value chain actors, potential service providers and other stakeholders, and their roles in the value chain.

**Duration:** 3 hours

#### **Learning content and methods**

TOPICS	METHODS
1. Definitions (supply and markets chains, marketing, value chains and adding value)	Presentation Games, role playing Case analysis
2. Description of chain actors, service providers, stakeholders and their roles	
3. Chain mapping: Flows of products, money information); benefit distribution and power relations; bargaining power	
4. The Market Visit: preparation and organization	

**EXERCISE:** Market Visit (another day)

**Duration:** 2 hours, excluding travel time

The Market Visit is a guided field work that should introduce the market and business concepts; and chain mapping. The participants are expected to learn from the different market – supply chain actors. The members work in sub-groups to make the most interviews from the limited time (2 hrs excluding travel time). Participants go back to the venue for the discussion, analyses of fieldwork outputs, organization

and sharing of outputs. It is suggested that the market visit be scheduled at a time where most chain actors can be found

SYNTHESIS by Facilitator.

### *Session 2: Entrepreneurship for small-scale producers*

#### **Objectives**

At the end of the session, participants would be able:

1. To discuss the concept of entrepreneurship and the role of local entrepreneurs.
2. To identify different types of business organizations, and describe their relative advantages and means of growth.

**Duration:** 30 minutes to 1 hour

#### **Learning content and methods**

TOPICS	METHODS
1. Farmer and processor: producer vs entrepreneur	Games, testimonials, panel discussion (successful entrepreneurs)
2. Income and profit orientation; improving efficiency, competitiveness through chain interventions	Case study, testimonials; example using commodity/ value chain
3. Types of business organizations; options for organizing business groups (pros and cons of cooperatives, associations, others)	Presentation, case study
4. How local entrepreneurs grow	Testimonials, case presentation; lecturette

NOTE: Since this session is not long, the presentation and orientation for the Module 4 Field work can follow; that is the conduct of the Value Chain Assessment.

## MODULE 4

### Identifying and Prioritizing Chain Opportunities and Interventions

This module aims to assess and prioritize challenges and opportunities across the supply and market chains, by using appropriate tools. The chain mapping exercise in Module 3 can provide the lead to the different chain actors who will be interviewed during this module's conduct of chain assessment.

The chain assessment results can help analyse how improvements can be done in the different points or nodes in the chain: from inputs to production, processing, marketing, and consumption, including the logistics in the different parts. It consists of five sessions: (1) planning for supply-market chain assessment, (2) conducting the chain assessment, (3) discussion and analysis of the chain assessment results, (4) sharing and validation with chain actors, potential support services providers, and stakeholders; and (5) analyzing and prioritizing chain upgrading opportunities, and interventions.

#### *Session 1: Planning for supply-market-value chain assessment*

##### **Objectives**

At the end of the session, participants would be able

1. To understand the importance and purpose of supply-market and value chain assessments.
2. To plan and organize chain assessments.
3. To present the potential interventions in the chain functions/ actors based on the chain assessment results.

**Duration:** 3 hours

The Session1 on planning and organizing for the supply-market-value chain assessment can already be done following Session 2 of Module 3; the latter a short session.

Before the conduct of the chain assessment, the facilitator shall have prepared for the Module 4 field work by already contacting the chain actors to be interviewed during the actual conduct of the interviews or group discussion. This is critical as some chain actors, like traders and businessmen could be challenging. It is also important to legitimize this process by sending communication to the relevant officials.

The use of checklist of data/information needs for each chain actor is very useful.

##### **Learning content and methods**

TOPICS	METHODS
1. Target commodity/supply-market chain/ service providers and stakeholders to visit/interview	Group discussion; brainstorming, metacards
2. Key information to be collected, methodology to use, and questions for each actor/service provider	Group exercise; role-playing
3. Tasks and roles for assessment team members	Group discussions; tasking within the PO
4. Preparing logistics and schedule for fieldwork	Group discussions; post session contacts

## **Session 2: Conducting the chain assessment**

### **Objectives**

At the end of the session, participants would be able

1. To apply methods and tools in supply-market chain assessment.
2. To collect relevant information for assessing the target commodity chains.
3. To determine operational challenges in conducting the assessment.

**Duration:** 2-4 hrs (may vary according to the chain actor interview or group discussion). Fieldwork are done in sub-groups, and can be in 2-5 days; depending on the availability of producers, traders, processors, other chain actors.

### **Learning content and methods**

TOPICS	METHODS
1. Chain actor (e.g. farmer, trader, processors, consumer) characterization, including gender roles	Field visit, key informant interviews, focused group discussion (FGD), direct observation of production, markets, processing
2. Basic chain description (volumes, prices, margins), relationships, governance, risks/vulnerabilities, costs and margins, risks/vulnerabilities, including issues of efficiency, equity and sustainability	Field visit, interviews, FGD Expanded, in-depth Rapid Market Appraisal
3. Problems and opportunities; potential interventions/innovations	Field visit, interviews, FGD

## **Session 3: Discussion and analyses of fieldwork results**

### **Objectives**

At the end of the session, participants would be able

1. To consolidate, process and analyze data from the assessment
2. To discuss and summary key results, conclusions and recommendations for action.

**Duration:** 4 hours

### **Learning content and methods:**

TOPICS	METHODS
1. Data consolidation and processing	Group exercise
2. Analyzing fieldwork data results, using quantitative and qualitative/visual tools	Analytical methods and tools, including chain mapping and SWOC
3. Preparing the assessment report	Group exercise; consolidation of findings

*NOTE: Basic chain maps include the functions/roles of actors, their characterization and relationships; risks & vulnerabilities; costs and margins; challenges and opportunities. The value chain fieldwork should be able to capture the data/information of the different chain actor.*

## Session 4: Sharing and validating with value chain actors

### Objectives:

At the end of the session, participants would be able

1. To share and validate assessment results with other chain actors and stakeholders.
2. To jointly identify and prioritize chain opportunities, including potential collaboration with chain actors.

**Duration:** 3-4 hours

### Learning content and methods:

TOPICS	METHODS
1. Presentation of assessment results	Presentation, display of products and posters
2. Discussion with other actors and stakeholders to solicit their views and suggestions	Panel discussion, group exercises
3. Building chain-wide consensus on priority needs and opportunities, and next steps	Panel discussion, group exercises

*NOTE: This sharing of value chain assessment results is called the Stakeholders' Validation Workshop, which is participated by the facilitators with PO leader or representative, partners and stakeholders, potential Business Development Service providers. Sessions 4 and 5 of this Module can be done together during the Stakeholders' Validation workshop.*

## Session 5: Analyzing and prioritizing value chain opportunities

### Objectives

At the end of the session, participants would be able

1. To build consensus on an updated list of priority market opportunities, using outputs from the sharing-validation exercise with other chain actors and stakeholders.
2. To prepare an action plan to address the prioritized market opportunities.

**Duration:** 2-3 hours

### Learning content and methods:

TOPICS	METHODS
1. Identifying criteria and guidelines for priority setting	Brainstorming
2. Ranking of supply-market chain opportunities by farmer-processors, partners, and chain representatives	Ranking exercise and group discussion
3. Building consensus on priority market opportunities	Group discussion

*NOTE: The Stakeholders' Validation Workshop will have as final output the preparation of an Action Plan that addresses the identified challenges and opportunities to develop or upgrade the value chain.*



## MODULE 5

### Applying Innovations for Supply-Market or Value Chain Development

This module aims to introduce technological, commercial and institutional innovations or interventions in collaboration with other chain actors and stakeholders to address identified opportunities. It consists of six sessions: (1) validating the action plan of innovations to address market opportunities, (2) designing and organizing the testing of innovations/interventions, (3) conducting and monitoring the testing of innovations, (4) special topics to support innovations, (5) analyzing results and preparing for sharing innovations, and (6) presenting and sharing innovations with chain actors, support providers, and other stakeholders

Sessions 1 and 2 can be done together in one setting.

#### *Session 1: Validating the action plan of innovations to address market opportunities*

##### **Objectives**

At the end of the session, participants would be able

1. To validate the identified/prioritized innovations corresponding to market opportunities with the enterprise PO members.
2. To develop the design and organize for the testing of innovations/interventions.

**Duration:** 2 hours

##### **Learning content and methods:**

TOPICS	METHODS
1. Validating the identified technological, commercial and institutional innovations during the SVW	Presentation, group discussion
2. Prioritizing potential innovations for testing and introduction in market chain	Group discussion, group exercise
3. Refining the Action Plan	Group exercise

#### *Session 2: Designing and organizing the testing of innovations*

##### **Objectives**

At the end of the session, participants would be able

1. To identify the needed interventions to develop or improve the supply/market or value chain, and translate them into preliminary design for testing.
2. To organize and prepare for testing interventions / innovations, including roles/task assignments, guidelines, and tools to be used.

**Duration:** 2 hours (if group decides multiple innovations needs more time)

### Learning content and methods

LEARNING CONTENT	METHOD/TOOLS
1. Moving from the identification of innovations to design or activity plan	Group exercise
2. Preparing for activities to test innovations, defining roles of members, and tasking: production to marketing	Group discussion
3. Preparing guidelines and tools for testing prototype innovations: commercial, technical and social/cultural feasibility	Group exercise

### *Session 3: Conducting and monitoring the testing of innovations or interventions*

#### Objectives

At the end of the session, participants would be able

1. To develop prototypes or improve the target interventions.
2. To undertake testing and refinement of interventions
3. To monitor the process and results of innovation testing.

**Duration:** several weekly sessions based on the design and organization for the testing of innovations.

#### Learning content and methods:

TOPICS	METHODS
1. Implementing activities for testing the prototypes/drafts	Experiments/trials, market research, consumer and market testing; focus group discussions
2. Collecting and organizing information during testing	Recordkeeping and other documentation methods
3. Modify action plan or adjust activities accordingly	Group work; discussion-sharing

*NOTE: Refer closely to the FBS Monitoring-Mentoring Workplan. Resource persons or specialists are accessed/invited to train and guide the specific interventions. There will be different resource persons as to the intervention.*

### *Session 4: Special topics to support innovation*

#### Objectives

At the end of the session, participants would be able

1. To use practical knowledge, information, and skills in applying interventions or innovations to the market chain.

**Duration:** ca. 16 hours

#### Learning content and methods:

TOPICS (EXAMPLES)- AS APPLICABLE	METHODS
1. Business laws and regulations	
2. Product standards and certification	

TOPICS (EXAMPLES)- AS APPLICABLE	METHODS
3. Supply chain management	Resource persons or specialists Lecture, presentations, field visits, group discussions, group exercises, learning visits/educational trip
4. Good Manufacturing Practice (GMP) and food safety/ hygiene	
5. Packaging and labeling	
6. Market development and marketing strategies	
7. Business ethics	
8. Negotiation and conflict management	
9. Accessing and using market information	
10. Legal services	
OTHERS?	

NOTE: The conduct of seminars or trainings for the special topics may be clustered for common needs.

### **Session 5: Analyzing results and preparing for sharing innovations**

#### **Objectives**

At the end of the session, participants would be able

1. To analyze and use results in further refining innovations.
2. To prepare for sharing innovations with other stakeholders.

**Duration:** 4 hours (additional preparation time needed for 4f)

#### **Learning content and methods:**

TOPIC	METHODS
Summarizing experiences and results	Presentation, group discussion
Reviewing innovations based on previously agreed indicators of success	Group exercise
Developing a shortlist of field-tested innovations	Group discussion
Preparing for the sharing event: the Stakeholders' Validation Workshop with exhibit of initial innovations results	Group exercise for planning; tasking
OTHERS?	

NOTE; Session 5 can already start in the middle of Module 5 to prepare enough for the SVW. The presentation of improved products and innovations is done in the 2<sup>nd</sup> Stakeholders' Validation Workshop with exhibit, Session 6.

### **Session 6: Presenting and sharing innovations with market chain actors and other farmers**

#### **Objectives**

At the end of the session, participants would be able

1. To share-tested innovations or interventions with other chain actors and stakeholders

- To get feedback and suggestions for further improvements or refinements from potential markets and other stakeholders.

**Duration:** 4-6 hours

**Learning content and methods:**

TOPICS	METHODS
Presentation of field-tested innovations	Presentation, testimonials, promotional activities, display of sample products and posters, media coverage
Discussion with other actors and stakeholders to solicit feedback and suggestions	Panel discussion, group exercises, feedback forms
Sharing Event: Building chain-wide consensus on priority innovations as basis for business development	Stakeholders' Validation Workshop with exhibit of product prototypes, or improved products, and other innovations
Post-event assessment and planning for further improvements/ refinements	Group discussion; further refinements of chain interventions

*NOTE: Session 6 is the 2<sup>nd</sup> Stakeholders' Validation Workshop where tested innovations/ interventions are presented and shared to partners, stakeholders, BDS providers, potential markets, with media coverage if possible. The main purpose is to get feedback for further refinements or improvements to make ready for the final event or the Business Launch.*

**Objectives**

At the end of the session, participants would be able

- To plan for the business launching.
- To prepare and organize the business-launching event.

**Duration:** 4 hours

**Learning content and methods:**

TOPICS	METHODS
1. Reviewing status of innovations and business plans	Group discussion
2. Conceptualizing and designing the final event	Group discussion
3. Roles and tasks for farmer-group members	Group exercise

*NOTE: The Final Event or Business Launch should be planned about two (2) months before the target date. After Module 5 it can already be projected when is the most probable date of the BL; when preparations can be adequately be undertaken, including the refinements of the product quality with improve packaging, etc.*

## MODULE 6

# Accessing Business Development Support Services

This module aims to know what are business development support services, and the ways and means of accessing them, and develop or enhance farmers' access to and use of business support (BDS) services. The module consists of four sessions: (1) financial resources, (2) financial management services, (3) research and extension support, and (4) planning for the final event.

The access to BDS can already be interphased during Module 5 where resource persons or specialists, and support service providers are needed to implement the planned interventions or innovations across the chain.

A panel discussion of BDS providers can be organized as a cluster activity of all the PO enterprises.

### **PANEL DISCUSSION:**

A panel discussion consists of invited representatives of potential Business Development Services providers relevant to the FBS group enterprises. Each panelist (e.g. relevant technologies, marketing, packaging, food safety, financing, entrepreneurship skills training) presents the support service that it provides, the process and access in 10-15 minutes. Question and answer follows

The following Sessions may also be followed, or modified in the actual implementation.

### *Session 1: Business development services*

#### **Objectives:**

At the end of the session, participants would be able

1. To identify sources of business support services to help develop the enterprise and the corresponding business plan.
2. To prepare proposals for accessing financial resources.

**Duration:** 2 hours

#### **Learning content and methods:**

TOPICS	METHODS
1. BDS	Presentation, group discussion
2. Type and availability of sources for external financing	Presentation, group discussion
3. Procedure, guidelines and conditions in applying for external financial assistance	Group discussion, group exercise

***Session 2: Financial management services (this can also be part of the special topics, and done simultaneously in Module 5)***

**Objectives**

At the end of the session, participants would be able to

1. To apply practical knowledge and skills in financial management.
2. To identify and access services for financial management support.

**Duration:** 4 hours

**Learning content and methods:**

TOPICS	METHODS
1. Financial literacy	Presentation, group exercise
2. Practical record/bookkeeping	Presentation, group exercise
3. Accounting and reporting	Presentation, group exercise
4. Services and capacity building support	Presentation, group exercise

***Session 3: Research and extension support***

**Objectives**

At the end of the session, participants would be able

1. To determine needs for research and extension support in implementing business plans.
2. To identify and contact service providers of relevant research and extension support.

**Duration:** 2 hours

**Learning content and methods:**

TOPICS	METHODS
1. Research and extension support to farmer-group business: needs and opportunities	Presentation, panel discussion, group discussion
2. Introduction to service providers of research and extension support	Presentation, panel discussion, group discussion

## MODULE 7

### Business Planning

This module aims to help the enterprise groups develop business their plans to make use of new market opportunities by building on realistic data/information covered during the process of applying and testing of innovations. It consists of two sessions: (1) review of the value chain assessment outputs, and feedback to innovations; and (2) assistance to developing the business plan of the enterprise group.

#### *Session 1: Review of value chain assessment outputs, and feedback to innovations*

##### **Objectives**

At the end of the session, participants would be able

1. To review the chain assessment results; and
2. To analyse the financials related to innovations for incorporation into the business plan.

**Duration:** 2 hours

##### **Learning content and methods:**

TOPICS	METHODS
1. Review the value chain assessment results	Resource person; group discussion
2. Review feedback from consumers, other chain actors, and stakeholders to refine innovations	Technical assistance
3. Short listing of commercially viable innovations for business planning	SWOC analysis, group exercise, financials

#### *Session 2: Preparing the business plan of the enterprise group*

##### **Objectives**

At the end of the session, participants would be able

1. To know the parts and process of preparing the business plans; and
2. To identify further needs to actually prepare the business plan

**Duration:** 6 hours (with assignment)

##### **Learning content and methods:**

TOPICS	METHODS
1. Procedure and guidelines in business planning	Presentation, group discussion
2. Preparing the business plan (according to INREMP agreed template)	Group exercise; technical assistance/resource person, if necessary

## Final FBS event or the Business Launch

This event marks FBS completion with the launching of new business/es by the farmer-processor group. This usually is a three-day activity of (1) preparations; (2) the Business Launch proper; and (3) evaluation and preparation for post-FBS support

### Objectives

At the end of this event, participants would be able

1. To showcase the businesses and innovations resulting from the FBS.
2. To share experiences and outcomes of their FBS participation.
3. To establish and strengthen contacts with other market chain actors and stakeholders.

**Duration:** 4 hours

### Learning content and methods:

TOPICS	METHODS
Presentation of FBS derived businesses and innovations	Presentation, testimonials, promotional activities, display of sample products and posters, media coverage
Review and evaluation of FBS experiences and outcomes	Presentation, testimonial, panel discussion, use of evaluation/feedback sheets
Establishing and strengthening chain-wide contacts	Preparing and distributing a directory of chain-wide actors and stakeholders



## Post-FBS support

After the FBS, the post FBS plan is discussed and charted out per enterprise. This means follow-up activities are identified, and organized to provide support services to continue the improvements of the initiated enterprises. Necessary BDS and ways of accessing them are also identified.

### Objectives

During the post-FBS support phase, participants would be able

1. To monitor business performance and manage continuing challenges and opportunities
2. To prepare and implement longer-term business plans

**Duration:** To be determined

### Learning content and methods:

TOPICS (EXAMPLES)	METHODS
Monitoring of businesses, support services & external business environment	FBS groups' monitoring and consultation meetings Linkaging activities with BDS
Managing business challenges and opportunities	Seminar series on special topics Mentoring/coaching
Facilitating implementation of long-term business plans	

## FBS MONITORING-MENTORING GUIDE

Modules	Sessions/Activities	FBS Team	Week	Duration (No. of hours/session)	Expected Output(s)	Monitoring-Mentoring Particulars*
M0. FBS Preparations	Village immersion Legitimization with district/village officials FBS orientation FBS refresher Selection of FBS participants	INREMP team/ facilitators	W0	2-3 days	<ul style="list-style-type: none"> <li>• FBS legitimized;</li> <li>• FBS orientation done to PO in general &amp; local partners;</li> <li>• Participants selected</li> </ul>	
M1. FBS Planning and targeting	1.1. Preparatory meetings with prospective participants	Community Facilitators, CFs	W1	4	<ul style="list-style-type: none"> <li>• Participants selected; 100% commitment assured</li> <li>• Participants get to know each other well</li> <li>• Curriculum understood; refined as needed</li> <li>• Pre-testing done; results kept for evaluation.</li> <li>• Session venue &amp; time decided; logistics agreed</li> </ul>	May take more than 1 day within W1 CFs must see that the FBS process & requirements for FBS participants are clearly understood.
	1.2 Targeting and selection of value chains based on criteria drawn from the INREMP guideline	CFs	W2	4	<ul style="list-style-type: none"> <li>• Profiling done and kept in CFs portfolio</li> <li>• Commodity focus enterprise validated using exercise that considers climate resilience and gender sensitivity</li> </ul>	This process considers the INREMP prioritization process. Facilitators prepare get-to-know exercises. Portfolio organized for record keeping and documentation. See that all session records/docs, outputs, observation,

Modules	Sessions/Activities	FBS Team	Week	Duration (No. of hours/session)	Expected Output(s)	Monitoring-Mentoring Particulars*
						attachments are kept in place per Module.
M2. Group formation and strengthening	2.1 Livelihood and business goals and objectives setting	CFs	W3	4	<ul style="list-style-type: none"> <li>Enterprise vision clearly defined by the FBS group; refined and written on the wall</li> </ul>	Vision statement record kept by CF Process documentation
	2.2 Individual and group capacity assessment	CFs			<ul style="list-style-type: none"> <li>Skills and capabilities of members assessed; as in FBS guide</li> </ul>	Exercise output(s) kept CF own observation/sketch on record. INREMP facilitators visit after W3 to check on the livelihood vision, and the preparations for the Module 3, esp the market visit.
	2.3 Learning and working together	CFs	W4	4	<ul style="list-style-type: none"> <li>Enterprise Group members' collaboration, cooperation, communication skills improved</li> </ul>	Session exercises record kept. Facilitators' observation included.
M3. Introducing of marketing and business concepts	3.1 Supply-Market chain perspective	CFs, INREMP, CIP-FS+	W5	3	<ul style="list-style-type: none"> <li>Participants understood chain actors and their roles (market and supply chain perspective), and importance of such mind-set (not just self/own-function thinking) in business/ enterprise success</li> </ul>	Before W5 (after W3), INREMP facilitators check that the local CFs prepare the guide for the market visit.

Modules	Sessions/Activities	FBS Team	Week	Duration (No. of hours/session)	Expected Output(s)	Monitoring-Mentoring Particulars*
					<ul style="list-style-type: none"> <li>Group is oriented/organized to conduct the market field visit.</li> </ul>	
			W6	3, AM  4, AM/PM (upon return)	<ul style="list-style-type: none"> <li>Actual market visit conducted.</li> <li>Findings/results of the market visit discussed, analysed, and presented by members.</li> </ul>	W5 and W6 activities should be clearly understood by the group; clear instruction/ agreement during the INREMP facilitators visit All presentations are kept Bullet summary of market visit outputs (based on the guide) prepared; to be reviewed by INREMP facilitators
	3.2 Entrepreneurship and business for small-scale producers	CFs	W7	0.5	Participants clearly understand: Entrepreneurship vs. ordinary business concept; risks understood	Facilitators clearly and simply use exercises to have the concepts, tools, and means of
M4. Identifying and prioritizing market opportunities	4.1 Planning and supply-market/value chain assessment	CFs, INREMP	W7	3	<ul style="list-style-type: none"> <li>Participants understand value chain assessment; the progression step from Module 3.</li> <li>The outputs of Module 3 revisited to identify chain actors</li> <li>Organize and plan the field work/interviews, FGDs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitators take time to guide the participants in identifying all possible chain actors involved in the target livelihood/enterprise</li> <li>Facilitators contact the identified chain actor informants (i.e. individuals</li> </ul>

Modules	Sessions/Activities	FBS Team	Week	Duration (No. of hours/session)	Expected Output(s)	Monitoring-Mentoring Particulars*
					<ul style="list-style-type: none"> <li>• Discuss the Checklist/ Guide for the value chain assessment</li> </ul>	<p>or groups), and schedule the interviews</p> <ul style="list-style-type: none"> <li>• Facilitators check that logistics are in place.</li> </ul>
	4.2 Conducting chain assessment	CFs	W9	4 (plus travel time) in sub-groups; within the week based on the actors' time	<ul style="list-style-type: none"> <li>• The interviews and FGDs, market inventory, etc. are conducted as planned.</li> <li>• Done in subgroups</li> </ul>	All activities may be done within the week. The facilitators guide them especially in the contacts of traders, businessmen who may be difficult to engage.
	4.3 Discussion and analysis of assessment results with risk mitigation measures of livelihoods	CFs	W10	4	<ul style="list-style-type: none"> <li>• The findings/results are organized as to the guide; done in subgroups of 2-3 members.</li> <li>• Members guided to assess chain actors as to chain map, characteristics, resources, constrains/ challenges, opportunities.</li> </ul>	Facilitators prepare bulleted yet substantial summary of the findings per chain actors as to: chain mapping; characterization of chain actors; resources, constraints and opportunities per chain node. Reviewed by INREMP/CIP-FS+ facilitators.
	4.4 Sharing and validating results with value chain actors, including tools for priority setting with climate change/mitigation	CFs, INREMP, CIP-FS+	W11	4	POs presentations in clustered workshop i.e. by commodity or area	Facilitators organize these clustered workshops; and invite resource persons who can input to address the challenges and opportunities presented; ideas for interventions per actor.

Modules	Sessions/Activities	FBS Team	Week	Duration (No. of hours/session)	Expected Output(s)	Monitoring-Mentoring Particulars*
	measures and gender issues					
M5. Targeting and testing potential innovations	5.1 Action planning for innovations to address chain challenges and opportunities	CFs, INREMP, CIP-FS+	W12	3-4	Action plan prepared based on the value chain assessment findings, and discussions during the validation workshop	Facilitators should be able to guide the group in the detailing of the Action plan; linkaging and accessing to required technologies/ innovations for each chain actor/function, as needed.
	5.2 Designing and organizing the testing of innovations	CFs, INREMP			Design: Detailed activity, scheduling, tasking, and resources needed identified.	
	5.3 Conducting and monitoring the testing of innovations	CFs, INREMP	W13- W22	3-4 / session (as agreed, depending on interventions)	Members implement the identified innovations from input supply, production, processing (if applicable) to utilization and marketing.	Facilitators closely monitor the activities; conduct mentoring if capable; or link/ access BDS for mentoring of different innovations needed
	5.4 Special topics to support innovations (e.g. business regulations, business ethics, collective marketing)	CFs, INREMP, CIP-FS+	W16- W22	depends on topics identified (interphase with 5.3 based on availability of resource person)	<ul style="list-style-type: none"> <li>• Training-workshops/seminars conducted per PO or in clusters (for common special topic)</li> <li>• Conducted cross-cutting livelihood development training-workshops (e.g. financial literacy,</li> </ul>	INREMP facilitators should check special topics are common so these can be done in clusters to facilitate the contact of specialists/ experts.

Modules	Sessions/Activities	FBS Team	Week	Duration (No. of hours/session)	Expected Output(s)	Monitoring-Mentoring Particulars*
					marketing, business regulations, etc.)	
	5.5 Analyzing results and preparing for sharing of innovations	CFs, INREMP	W23- W25	4	<ul style="list-style-type: none"> <li>Completed chain innovations and prepared to present them in a Stakeholders' Validation Workshop</li> <li>Send invitations to BDS for the SVW</li> </ul>	<p>Facilitators guide the group as to the preparations; esp on product quality, packaging, labeling, etc.; and the organization of the SVW</p> <p>All local facilitators cooperate with the INREMP facilitators who are the main organizers of the SVW.</p>
	5.6 Presenting and sharing of innovations with key market chain actors and farmers	CFs, INREMP, CIP-FS+	W26	6-8	Conducted the Stakeholders' Validation Workshop; first presentation/ promotions of innovations/improved products with packaging, labeling	The program organized for exhibits, sharing of experience, getting feedback from BDS and potential markets. Feedback to further refine the products for improvements to be ready for the Business Launch
M6. Accessing business support services	6.1 Funding resources, financial management services	CFs, INREMP	W27	4	BDS providers in a cluster Panel discussion/forum of enterprise groups.	INREMP facilitators organize this panel of BDS providers; send the invitations

Modules	Sessions/Activities	FBS Team	Week	Duration (No. of hours/session)	Expected Output(s)	Monitoring-Mentoring Particulars*
	6.2 Research and extension support (including marketing), others identified	CFs, INREMP	W28	4	Enterprise groups introduced to the different BDS and their specific needs. Contact persons, numbers and addresses given to the groups	Facilitators link the PO to identified BDS
M7. Business planning	7.1 Introduction to business planning	CFs, INREMP	W29- W34	Continuous	Business plan approved validated and checked for improvements based on the Module 4-Module 5 data/ information outputs/results	INREMP facilitates the technical assistance needed to prepare/ finalize the Business Plan
	7.2 Developing and customizing business plans	CFs, INREMP				
Final event; the Business Launch	Launching of new businesses: 3 day-affair	CFs, INREMP, CIP-FS+	W32	8	The businesses are launched in a big event organized to jumpstart promotions of much improved products: from quality to presentation/ packaging; even branding	The Business Launch should be prepared at least 2 months in advance: the venue, programme, invitations, esp. products preparations. The post-BL evaluation includes a post-BL action plan, detailing activities to be done especially post-FBS support, sustainability, marketing, etc.
Post-FBS support	1. Monitoring of business, support services and external business environment	CFs, INREMP, CIP-FS+	Post-W32	variable	Further BDS support identified and accessed; followed up	Enterprise/Value chain development coordination can work out a program of continuing support,



Modules	Sessions/Activities	FBS Team	Week	Duration (No. of hours/session)	Expected Output(s)	Monitoring-Mentoring Particulars*
	2. Managing business challenges and opportunities				Continuing strengthening trainings for the groups programmed and conducted for the groups	especially marketing business plans, marketing; while also scaling up with other enterprises.
	3. Facilitating implementation of long term business plans					
	4. Continuing capacity development of project implementers					

- Weekly session records, outputs, observation, and process documentation are important for monitoring and basis for mentoring. There should be a lead facilitator to keep the Enterprise Group's Portfolio. These will be inspected and reviewed during monitoring visits.
- The Portfolio record and documentation are organized by Module.
- All sessions should have photo documentation.



Department of Environment and Natural Resources  
Forest Management Bureau

## **Integrated Natural Resources and Environmental Management Project**

3rd Floor, FMB Annex Building, DENR Compound,  
Visayas Avenue, Diliman, Quezon City

[inrempnpco@yahoo.com.ph](mailto:inrempnpco@yahoo.com.ph)

(063) 322-3056