



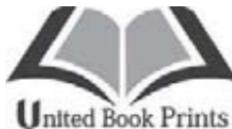
Francis Luyayi, Esther Karanja, Elijah Ngocho,
Judith Oduol, Jonathan Muriuki and Jeremias Mowo



Farmers Training Entrepreneurship Manual

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**Francis Lyuayi
Esther Karanja
Elijah Ngocho
Judith Oduol
Jonathan Muriuki
Jeremias Mowo**



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PREFACE

The unique initiative of identifying, motivating, training and facilitating farmers to take up Conservation Agriculture With Trees (CAWT) as a sustainable economic activity has been yielding good results. Continuous experimentation has enabled CAWT to evolve as a versatile training module by combining the result oriented practices of CAWT and the best aspects of entrepreneurship development modules practised in other fields in the backdrop of researches made by social scientists and entrepreneurship experts.

Entrepreneurship among farmers is considered one of the key means of attaining the overall objective of the Evergreen Agriculture Project which is: to improve the livelihoods of smallholder farmers through promotion of evergreen agriculture practices while sustaining the resource base. Evergreen agriculture involves the promotion of conservation agriculture (CA) and Agroforestry (AF) practices.

The entrepreneurship training presented in this manual is aimed at building the capacity of smallholder farmers in CA and AF thereby enhancing CGIAR's Systems priority 3 (Reducing rural poverty through agricultural diversification and emerging opportunities for high-value commodities and products) Priority 4 (Reducing extreme poverty and hunger) MDG 7 (Environmental sustainability and MDG 3 (Reducing the gender disparity).

The development of this training manual is based on our experience and the extensive feedback received from different segments of entrepreneurs and trainers. The methodologies suggested here are being practised successfully in many fields. Efforts have been made to provide some significant information on the contents of each session. However, in the ever-changing economic scenario and information explosion, it is inevitable for the trainee to build upon the skills, update, give value addition and use the information here-in effectively to achieve the objectives.

Success lies not only in effective training but also in a combination of pre-training orientation and post-training facilitation. The training should definitely make a permanent impact on the participants so that the participants should consciously try to change their thoughts and behaviour patterns. The case studies of successful entrepreneurs has revealed that making small changes in their behaviour pattern/ activities/practices like punctuality, courtesy to customers, honesty, innovation, communication etc. after training, have made a big positive difference in their life and enterprise.

The success rate and results of the committed work in the other aspects of the Evergreen Agriculture project has encouraged us to prepare the present module to cover various aspects within the time frame provided. The dedicated implementation and the results that follow will give us the real satisfaction.

Table of Contents

PREFACE	III
LIST OF ACRONYMS	VI
ACKNOWLEDGMENTS	VII
INTRODUCTION	VIII
SESSION 1:	1
Understanding personal background as a prospective farmer Entrepreneur	1
SESSION 2	4
FUNDAMENTALS OF A SUCCESSFUL ENTREPRENEUR	4
Definition of entrepreneurship	4
Starting a Business	4
Pillars of entrepreneurship success	5
Planning	7
EVALUATING SUCCESS	10
Understanding the concept of profit	10
SESSION 3	12
PERSONAL CHARACTERISTICS OF AN ENTREPRENEUR	12
Characteristics of a good entrepreneur (good business practices)	13
BUSINESS MANAGEMENT SKILLS TO ENSURE BUSINESS SUSTAINABILITY AND PROFITABILITY	16
Preparing a Cash book	16
Calculating Profit and Loss	18
HOW TO IDENTIFY BUSINESS OPPORTUNITIES RELATED TO CAWT	21
Take some time and study the picture below	22
SESSION 4	24
SOURCING FOR FUNDS FOR BUSINESS	24
Steps to looking for funds:	24
PARTICIPATORY MARKET CHAIN ANALYSIS	26
Marketing Your Business: Competition	26
Marketing Your Product or Service	27
Know the 5 'P's	27
Marketing Consideration	30
Value chain analysis	33

Step 1 – Activity Analysis	33
Step 2 – Value Analysis	34
Step 3 – Evaluate Changes and Plan for Action	34
The Collective Marketing	35
SESSION 5	37
SWOT ANALYSIS	37
Sales Forecast.....	41
Your Customers.....	42
Buying Pattern.....	42
Price per unit	42
SESSION 6	45
REVIEW TASK	45
COST OF BUSINESS	49
Marketing Strategies	49
Operating Budget	51
Managing Product and Operating Costs.....	52
Production Costs	53
Operating Budget	54
Safety in the work place	55
Product and service quality	55
Training and cross-training.....	55
Capital budgets.....	55
MISSION AND VISION	56
Mission Statement, Goals and Objectives	56
Identify potential business risks and planning for transition	57
CONCLUSION.....	58
APPENDICES	59
Appendix I: Self assessment tool.....	59
Appendix II: Business plan template.....	61
Appendix III: Profit and loss tracking tool.....	65
Appendix IV: Sales forecasting tool.....	66
REFERENCES	67

LIST OF ACRONYMS

AF	Agroforestry
EC	European Commission
CA	Conservation Agriculture
CAWT	Conservation Agriculture With Trees
ICRAF	World Agroforestry Centre
IFAD	International Fund for Agricultural Development
MDG	Millennium Development Goals
NGOs	Non-governmental organizations
SWOT	Strength, Weaknesses, Opportunities and Threats

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INTRODUCTION

Aspiring farmer entrepreneurs face different challenges, which affect their decision to start or continue in businesses. Some of these are unique to smallholder farmers. Entrepreneurs need to plan well for their business. They need to be aware of the implication of their good planning or lack of it, decisions and actions they make to their well being, their family, their society, the environment and global community at large. Their business, family and personal well being and the environment form a tripod. All the three must be in a good balance. Entrepreneurs, especially farmers, need to learn how to keep their ventures consistently competitive and sustainably operating, for their well being and that of the environment; a value highly upheld by CAWT and is consistently emphasized in this training.

This training is for farmers building businesses. The focus of the training is on the skills to build successful and sustainable entrepreneurial ventures related to conservation Agriculture With Trees (CAWT). The training will present basic business skills to start and maintain a business, it is aimed at helping you to manage business and approach your enterprise with confidence and enthusiasm. Training themes include general introduction to entrepreneurship, planning a business, identifying business opportunities, basic record keeping, marketing products and services, planning, financing and managing a business.

Entrepreneurial skills and a well-written business plan provide a strong foundation for the business you hope to run. The business plan guides you to consider in advance all the elements of running a profitable business and helps you to monitor your progress. The entrepreneurial skills on the other hand will be a great asset in implementation of your plan. This training will address the skills you need as well as provide a business plan template for your planning.

A major component of the training will be **tasks** to be undertaken in and outside of the training sessions. These will be a link for transitioning from business skill acquisition to the business plan implementation. At the end of each skill, you will be allocated tasks. These are aimed at assisting you apply the acquired skill to your own business and they will guide you in developing and actualizing your own business plan. Be prepared to do the tasks as thoroughly as you can. The training sessions will provide you with opportunities to address concerns and seek solutions as you plan to start and build successful entrepreneurial venture. A vital component of the training will be to provide insight on access to local resources, while equipping you with basic skills to handle the challenges of running a business.

The training objectives are to:

- Understand entrepreneurship
- Understand how to start and develop CAWT related business
- Prepare and implement business action plans while managing risks
- Understand and apply best business management skills to ensure sustainability and profitability.
- Identify community and business resources that support tree farmers.