

The AgriPlanner Suite of training programmes provides a solution



SAIE provides the training (train-the-trainer training) and training materials to organisations to build their internal capacity to deliver more holistic programmes in the future. As part of the training and follow-up process, the Institute participates in the initial community training programmes undertaken by each of these organisations, with appropriate follow-up to test and/or refine the efficacy of the training tools.

In this way, SAIE believes it will add to the job creation and income generation efforts of these initiatives - and contribute to growth and prosperity as a whole. SAIE has developed and tested agriculture-specific training programmes.

The South African Institute of Entrepreneurship (SAIE) and Abalimi Bezekhaya (ABALIMI) have combined their expertise and experience in entrepreneurial and agricultural training respectively and have formed a training partnership. The partnership aims to develop a series of innovative training methodologies that are specifically designed to provide entrepreneurial training and selected technical training for emerging farmers, - within a proven development continuum.

We recognise:

- the huge benefit of having learners being able to populate a generic Agri-mechanism with their own specific local details. For example: Actual product input and market prices in local currencies, customised localised production cycles, local/regional product varieties, local climate, actual land and field sizes, project specific actual local costs for rent, water, labour etc. and production scale – from spade to tractors and full mechanisation.
- the immense training power and potential of having a robust generic Agri-mechanism that can be used for any range of agri-activities. For example: Vegetable production, dryland crops, poultry, livestock, fruit, mixed farming and even aquaculture, bee keeping and agri-processing.
- the potential for the AgriPlanner Suite of training programmes to be used by small farmers for themselves, and for the employees of bigger farms, to understand the vital business aspects of the agri-process.
- that the AgriPlanner Suite is a series of stand-alone products that can be used either with or without additional practical training and process (or situation) specific training nuggets (which become an ever expanding resource pool as new ones are added as specific needs/markets emerge).
- that the AgriPlanner Suite can be implemented into any world-wide context (with little or no adaptation).

Developing Partnerships



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Abalimi is a core partner in the development of many of these products



The AgriPlanner Suite

Business and Production Planning across the Agricultural Sector



A series of Agricultural Training Courses



Supporting agriculture - the importance of developing business skills in the agricultural sector



Africa's rich agricultural potential is mostly untapped

Africa has great potential for increased agricultural output and food production.

However, huge investment and development assistance are required to realise this potential and accelerate agricultural growth and rural development.

But, Africa is falling behind. It is the only world region where overall food security and livelihoods are deteriorating.

Between 1980 and 1995 per capita food production increased 27% in Asia and 12% in Latin America.

In sub-Saharan Africa, it fell by 8%. Indeed, Africa is the only region where the average per capita food production has been constantly falling for the past 40 years - and is still falling.

The African Union's Comprehensive Africa Agriculture Development Programme seeks to reverse this trend and build up to a 6% annual growth in food production by 2015.

Africa's potential for prosperity lies in the success of small scale farmers

"The path to prosperity in Africa begins in the fields of Africa's small-scale farmers, with a dramatic sustainable revolution in agriculture. When our poorest farmers finally prosper, all of Africa will benefit. Africa will be much better placed to build broader political and economic support behind our vision of pro-poor, pro-environment partnerships needed to revitalize agriculture for Africa's small-scale farmers, and replace wide-spread poverty with prosperity."

Kofi Annan,
Former UN Secretary General



Economic empowerment: adding the business components

There are a number of key Non-Governmental Organisations who provide community development and skills training programmes with a view to promoting sustainable livelihood practices and household food security.

Many of these programmes focus on food security and food production training programmes; to ensure that households are able to feed themselves. However, few of them are able to provide the entrepreneurial skills training necessary to facilitate the growth of these food growers from a source of food security to a source of wealth and economic prosperity.

Growing Entrepreneurial Communities

The South African Institute for Entrepreneurship (SAIE) has received a growing number of requests from a range of food production organisations for "sector specific" training modules that would specifically look at how to use food, food production and food related services to build commercially successful business ventures that could contribute to economic growth and prosperity.



Growing your Agribusiness



AgriCommercial (in development) is aimed at farmers who wish to grow their farm into a viable commercial farming enterprise as well as owners or employees of commercial farming operations.

Commercial: The farm is able to provide a living wage and has the potential to expand its operations.

Learning focus: Going commercial; exploring the wage earning potential of the farm and the financial implications of investing in the enterprise. Developing appropriate production and financial record keeping systems.

Exit: Business Plan.

What can learners do on completion?

- Plan their farming operations more effectively.
- Understand the economic value and hidden potentials and realistic limitations of their enterprise.
- Recognise and overcome, where possible, limiting factors and constraints.
- Improve their application and understanding of financial flows and financial management procedures.

Course content and key learning points:

AgriCommercial (Farmers training and support: Recommended 10 sessions of three hours each):

- Farmers work out their financial requirements to operate at the full potential of their land (taking risks into account) and possible added value activities.
- Groups examine their own appetite for risk and consider other parallel money making activities.
- Groups discuss minimum wage levels and then calculate the required labour and capital costs to increase their production.
- Groups evaluate the impact of market price fluctuations.



At each stage of the process:

- The information is translated into the planning tool-kit.
- Farmers work out how to operate their enterprise at different levels depending on their success at gaining the financial resources they need.
- Groups research and evaluate different sources of funding.
- By the end of the final session, farmers have drawn up a complete Business Plan for their farm that outlines their development, range of produce, markets and sources of finance.

At the end of **AgriFarmer2**, farmers decide where they want to position themselves in the market and are able to run a commercial enterprise with full financial and administration systems. Their legal status is defined and they are able to access finance and markets on a professional basis.

See more at:
www.entrepreneurship.co.za

Selling Organic

Unpacking the complexity of Organic Compliance



What does Selling Organic achieve?

The majority of emerging producers struggle with the language, policy and procedures of Organic Certification. A producer who wishes to become a Certified Organic Producer is obliged to comply with an organic supply chain that affects all aspects of the production cycle. This includes the use of all inputs (soil additives, seed, seedlings) and crop maintenance procedures throughout the growth cycle as well as the maintenance of records as specified by the certification body; including procurement, production, storage and maintenance procedures.

Selling Organic - a marketing and organic compliance training tool - assists farmers to check their systems and evaluate their market readiness with a specific focus on Organic Certification Compliance. Many producers are daunted at the prospect but are usually unaware that most of their agricultural methods are already compliant with organic practice. The three stages of Selling Organic unveil the requirements progressively after first testing the farmers own perceptions of what is required.

What are the outcomes? What can learners do on completion?

- Recognise their present status on the path to full Organic Compliance.
- List the action steps they need to take to move toward compliance.
- Recognise the hazards and risks that they need to avoid in their own situation.
- Use the provided record keeping system to record their progress towards compliance.

- Demonstrate a solid overview of the standards and documentation required for Organic Certification world-wide to International standards.
- **Who is it best suited for?**
- Emerging farmers who aspire to supply markets that require Organically Certified products.
- Stage 1 of Selling Organic will be most appropriate at AgriPlan-it, Level 2 – (Subsistence Farming).
- Stage 2 will be most appropriate at AgriPlan-it, Level 3 (Livelihood Farming).
- Stage 3 will be most appropriate at AgriPlan-it, Level 4 – (Commercial Farming).



How does it work?

- The training materials are developed in the form of an interactive game.
- Teams of learners work through a series of questions over the three stages and discover what is required to be registered as Organically Compliant.
- The questions challenge groups to brainstorm their own perceptions of the standards that buyers require.
- Teams select “inspectors” to verify each others’ work against a standards checklist.
- The “inspectors” rate each team’s performance and heated debate ensues.
- Teams establish where they have fallen short as well as exactly “what and why” the requirements are.
- Teams re mediate their first attempts in the light of the discussion and new information.

How long does it take?

- Each question in the Selling Organic series will take on average 40 minutes to complete including the discussions.
- The Selling Organic series has four questions at Level 1, (3 hours – suggest one day).
- Nine questions at Level 2, (6 hours – suggest over 2 days).
- 18 questions at Level 3, (10 to 12 hours – suggest over 3 – 4 days).

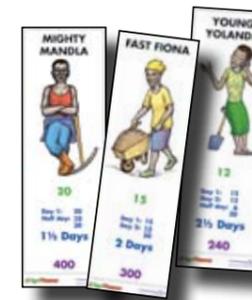
What training and materials are supplied?

- A re-usable Selling Organic Facilitator’s kit for each trained trainer.
- Selling Organic Workbooks (one per group).
- The Training of Trainers Course is 4 days long.

Selling Organic was developed in partnership with:



Programme selector - Which course meets your needs?



AgriPlanner - Vegetable production in South Africa

AgriPlanner is a business and production training simulation course suited to vegetable producers and emerging farmers who have limited farm-planning experience. AgriPlanner incorporates the AgriBest module – a simulation of the agribusiness cycle. Learning about economic cycles in agriculture is speeded up from seasons and years to minutes and learners quickly grasp how to work with money in their agribusiness to expand their production and profit. Using the insight of how to work with money, teams then have an opportunity to plan production on a simulated farm. Teams are challenged to run an agricultural business on a simulated farm and make decisions about inputs, timing of plantings and harvests, crop rotation and job allocation. Teams discuss and decide on their best course of action at each decision making point, learning to plan ahead and keep records for a developing farming enterprise.

AgriLite - Plan to produce more food.

As its name suggests, the AgriLite programme is a lighter version of AgriPlanner. AgriLite is suitable for school and community projects that wish to improve their vegetable production planning skills. Participants will acquire planning, investment and problem solving skills in an interactive and dynamic simulation programme that demonstrates the value and rewards of investing in their garden projects. The AgriLite programme will ignite and stimulate schools learners’ interest in agriculture, sow the seeds of understanding the potential of agriculture as a career option and, not least of all, help participants to plan to increase the harvest from the school garden project. Community gardeners who experience the AgriLite training will become better equipped to plan their gardens to ensure that their gardens can be more productive.

Selling Organic - Unpacking the complexities of organic compliance

Farmers who wish to sell their produce in the local or international organic market are faced with three fundamental challenges i) how reliable are you as a supplier ii) what EXACTLY can you deliver and iii) can you meet our standards? Many growers are daunted by these questions, unaware that most of their agricultural methods are already compliant with market requirements and organic practice. By posing a series of questions and challenges in a unique way the Selling Organic programme “catches farmers in.” Farmers who attend the training will reaffirm their good practise, identify any actions that they need to take, gain confidence in their ability to successfully negotiate marketing contracts and overcome the seemingly dauntless record keeping demands of organic compliance. Record keeping systems are incrementally introduced throughout the training course. Farmers will cover the full record keeping system that they can then use and apply in their own context to demonstrate and record their own organic compliance.

AgriFarmer - Growing your own farm product and market potential

AgriFarmer is a comprehensive agricultural entrepreneurial training course that offers farmers insight, understanding and hard skills in production planning and marketing. AgriFarmer has grown out of the success of AgriPlanner. Many farmers grow a range of products at a range of scales. AgriFarmer has been developed to offer agricultural production, marketing and business training to farmers across the agri-sector AND across the world. Farmers input their own product information, knowledge, and experience into the training process. Using this information, farmers test a number of production scenarios, first in a simulated context and then in their own farm context. Farmers experience how their investment choices, production choices, labour capacity, and market dynamics impact on their farming enterprise. Participants can exit the course at the level that is appropriate to their needs, be it a simple action plan, a production plan or a marketing plan and strategy.

AgriCommercial (in development) - Growing your AgriBusiness

AgriCommercial course is aimed at practising farmers who wish to expand their farming enterprise to full commercial production. AgriCommercial looks at the production cycle, market options, input and output costs and profit margins on existing enterprises. Farmers then examine the implications of increasing productivity through investment. Participants experience how to keep detailed record keeping systems and use this information to and work out the cost implications and returns on investing in their farm enterprise. By the end of the course farmers will be able to develop and present a comprehensive business plan.

Programme	Course Modules									
	AgriBest Business Cycle (ABC) Simulation	Vegetable Production and Planning	Crop and Stock Production and Planning	Plan your own Farm	Measure your own Capacity (JATS)	Selling	Sustainability Check	Marketing Check	Towards Organic Certification	Capital and Finance
AgriPlanner TOT: 5 days (32 hours)	✓ 8 hours	✓ Module 1 - 2 hours Module 3 - 2 hours Module 4 - 3 hours Module 5 - 3 hours			✓ Module 2 2 hours	✓ Module 6 - 6 hours Module 7 - 4 hours Module 8 - 2 hours				
AgriLite TOT: 3 days (18 hours)	✓ 8 hours	✓ Module 1 - 2 hours Module 3 - 2 hours Module 4 - 3 hours Module 5 - 3 hours								
AgriFarmer TOT: 5 days (58 hours)	✓ 8 hours		✓ 24 hours	✓ 16 hours practical	✓ 2 hours	✓ 10 hours	✓ 2 hours	✓ 6 hours		
SellingOrganic TOT: 3 days (16 hours)							✓ 2 hours	✓ 6 hours	✓ 8 hours	
AgriCommercial (in development) TOT: 5 days (58 hours)	✓ 8 hours		✓ commercial 12 hours	✓ commercial 8 hours practical	✓ commercial 2 hours	✓ commercial 10 hours		✓ 6 hours		✓ 12 hours

TOT=Training of trainers hours; numbers in brackets = farmer support hours



Growing your own farm, product and market potential.

Overall structure of the AgriFarmer training:

The structure of each of the step in the training follows a similar pattern:

- Farmers supply information to be used in the training.
- The information is used to build a planning tool kit.
- Farmers first try out the tool kit in a farm simulation exercise.
- Farmers then use the tool-kit to plan their own farming activities on their own land.



Course content and Key learning points:

AgriFarmer (Farmers training and support: Recommended 15 sessions of three hours each).

- Farmers are guided through a process where they demonstrate and then calculate their crop inputs, crop outputs, and land and field sizes.
- Farmers try out the tool kit in a series of farm simulation exercises that includes land use options and seasonal limitations.
- Farmers then interrogate their financial inputs and outputs and calculate costs and earnings.
- Money is introduced. Farmers experience how money flows in a simulated farm context.



For example:
What have you chosen to produce?
What are your input requirements and what do they cost. How much money do you get for your crop?
Do you have enough money to keep your enterprise going?

- Farmers interrogate the jobs and tasks that are specific to their own context.
For example:
What are your tasks?
How much time do you need to allocate to each task?

- Farmers then plan production on a simulated farm taking into account labour availability and constraints.
- Farmers identify natural hazards, pests, diseases and local problems that farmers in the area face. They consider their frequency and severity and the possible impact on the environment, the enterprise, the people/members and the markets.
- Different market opportunities are researched, discussed and evaluated.
- Farmers now use the kit to plan their own crop production on their own land.

Key learning

At the end of AgriFarmer, farmers:

- Have a clear understanding of their crop inputs, outputs and yield in relation to their land usage.
- Have a realistic understanding of their labour and financial inputs, outputs, opportunities and constraints.
- Recognise the need for Shock Absorption capacity and discuss the range of risks facing their enterprise.
- Are able to take concrete steps to access a range of markets in which to sell their produce.

Farmers exit the training with:

- An **Action Plan** to ensure that they can keep their farm cycle going.
- A **Production Plan** for their own farm that will enable them to increase their productivity and profitability.
- A **Bounce Back Plan** to put strategies in place to stabilise their operation and minimise their risks to ensure that they can keep their activities going even if unplanned events occur.
- A **Marketing Plan** to ensure that they can sell everything that they grow.



AgriBEST (incorporated into all courses)

How money works in an agricultural enterprise

What does AgriBEST achieve?

- Participants learn how money works in an agricultural enterprise in an accessible and exciting manner.
- They buy and sell on a simulated farm.
- The normal time scale of the agricultural cycle is compressed from months into minutes.
- The outcomes and consequences of the team's investment and marketing choices are quickly revealed.

What are the outcomes? What can learners do on completion of AgriBEST?

- Plan their farming operations more effectively.
- Understand the economic value and potential of their enterprise.
- Understand financial flows; when money comes in and goes out.
- Learn specific methodology to record their transactions.
- Improve their application and understanding of financial management procedures.



Who is it best suited for?

- Any farmers or groups who have some experience of practical farming but little exposure to planning and money management.
- The programme is particularly accessible to participants who have had little formal schooling as the modules are highly participatory with most discussions happening in the learner's home-language.
- AgriBEST can be offered as a stand-alone module on how money and markets work in an agricultural enterprise.
- AgriBEST is also the fundamental introduction to the AgriFarmertraining.



What method does AgriBEST use?

- Participants are divided into three teams which each run an Agri-enterprise as a simulation.
- Each team is allocated an identical piece of land (Sim Farm).
- AgriBEST starts off simply to get the principles in place.
- Teams make decisions on what to grow, when to plant and harvest and what markets to sell to.
- It progresses through different levels, each taking between two to four hours to play and process.
- As each level is mastered, layers of further complexity are added.
- Each new level builds on the learnings of the previous ones.
- Teams build up to being able to use planning systems, charts and tools that they will use to plan their own growing activities.
- AgriBEST is based on SAIE's tried and tested BEST simulation and uses lots of discussion to get each team to decide the best action to take to deal with each new tricky situation that arises.

Each team will need at least one person who can fill in simple forms to keep a record of the team's decisions and progress.

How long does it take?

- Each of the five levels requires a session of between 2 - 4 hours.
- The entire programme can be completed in 10 to 15 hours. This can either be run as a series of workshops or as one continuous programme.

What training and materials are supplied?

- A re-usable AgriBEST Facilitator's kit including all of the colour laminated materials and posters.
- AgriBEST Workbooks (one for each learner).
- The Trainer/Facilitators course is three days long.



What does AgriPlanner achieve?

AgriPlanner helps emerging growers and farmers go beyond the practicalities of merely growing produce. It is all about working out a plan of what to do and when to do it. Growers learn how to get the most productive use out of their land as well as how much money their land could produce for them - if they use it well.

What can learners do on completion?

Growers will leave being able to answer questions such as:

- How much money can we make from our land?
- What can we plant and when?
- How can we keep our land productive for the whole year?
- How much money do we need to get going?
- How much money can we make each month from our land?

Who is it best suited for?

- NGOs who provide community based vegetable growing skills training programmes.
- Community vegetable growers and farmers and School Learners.
- Learners who want to learn about agriculture, but do not yet have access to land.

What methods does AgriPlanner use?

- Participants are divided into three teams which each attempt to run an effective Agri-enterprise as part of a game simulation.
- Each team is allocated ten plots of 100m².
- Teams discuss and decide what to grow, when to plant and harvest.
- AgriPlanner starts with getting the basics in place and progresses through increasingly complex levels, each taking between two to four hours to play and process.

AgriPlanner

Vegetable production in South Africa



Course content and Key learning points:

AgriPlanner has eight different levels. Each new level builds on the learnings of the earlier ones.

LEVEL 1: WHAT WILL WE PLAN TO GROW?
What to plant in each month according to the Regional Planting Schedule.

LEVEL 2: HOW MUCH LAND CAN WE COPE WITH?
The difference between using "time taken" and "outputs achieved" as a measure of work.

LEVEL 3: WHAT WILL EVERYTHING COST?
How to plan the rate of planting so that not too many costs are incurred before the first harvest.

LEVEL 4: HOW DO WE HAVE ENOUGH MONEY TO DO EVERYTHING?
How to use a Monthly Planning Sheet to plan work, plantings and the flow of money.

LEVEL 5: HOW DO WE COPE WITH UNEXPECTED PROBLEMS?
How to make provision for the unexpected by not using all resources immediately but keeping some in reserve.

LEVEL 6: WHERE ARE THE BEST OPTIONS TO SELL OUR PRODUCTS?
• The importance of allocating time and effort to building market opportunities.

LEVEL 7: HOW DO WE GET EVERYTHING TO RUN SMOOTHLY?
• Planning month-by-month planting and day-by-day activities schedules.

LEVEL 8: HOW DO WE USE AGRI-PLANNER FOR OUR OWN LAND?
• The total costs, yields and possible income from planting and growing any crop in any size field.

- Teams work towards using planning systems, charts and tools to plan their own growing activities on their own land.
- AgriPlanner uses lots of discussion and talking to decide the best action to take with each tricky situation that arises.
- Each team will need at least one person who can fill in simple forms to keep a record of the team's decisions and progress.
- As the game modules are highly participatory with most of the discussions happening in the home-language of learners, the programme is particularly accessible to participants who have had little formal schooling.
- Some experience in growing is useful, although not essential.

How long does it take?

- Each of the eight levels requires a session of between two and four hours.
- The entire programme can be completed in 16 to 24 hours, depending on the level of the learners.

What training and materials are supplied?

- A re-usable AgriPlanner Facilitator's kit for each trained trainer.
- AgriPlanner Workbooks (one per learner).
- The Training of Trainers Course takes four days.



Growing your own farm, product and market potential.



Who is it best suited for?

AgriFarmer is aimed at small-scale farmers who depend on their farming as an essential part of their overall livelihood strategy.

The course has been designed to accommodate farmers who depend on their farming in varying degrees be it feeding their households or selling produce to supplement their household income.

What method does AgriFarmer use?

- The training course is run as a series of simulations.
- AgriFarmer uses discussion as a learning tool. The methodology is highly interactive and there is very little reading and writing.
- Each team will need at least one person who can fill in simple forms and record basic information.
- Participants are divided into three teams and each team attempts to run an effective Agri-enterprise.
- The simulation often comes up with tricky situations that teams will need to discuss and resolve.

How does it work?

- The training course incorporates farmers' own knowledge and information.
- Participants are guided through a step-by-step process whereby the farmers add their own knowledge and experience into the training.
- The unique methodology enables farmers to use this information to construct their own planning tool-kit and then use this tool-kit to plan their own actual production on their own farm on a sustainable basis.
- Farmers will learn how to develop the kit, plan how to get the most productive use out of their land and experience and assimilate the logic and rationale that underpins any business planning process.

Exit options

Each step in the training builds on the learning of the previous levels and participants can exit the training at the level that is appropriate to their existing situation. The exit options are based on **Abalimi Bezekhaya's** Grower's Continuum and can be easily differentiated as follows:

Survival -Eat.

- Production primarily contributes to household food security.
- Learning focus: Gathering farm inputs and outputs information.
- **Exit option: Action Plan.**

Subsistence -Eat and Sell.

- Some surplus produce is sold. Income from sales contributes to daily subsistence.
- Learning focus: Looking at labour and cash flow issues and constraints.
- **Exit option: Production Plan.**

Livelihood - Eat, Sell and Save.

- Sufficient surplus is sold to ensure that specified income targets are achieved.
- Learning focus: Factoring in natural hazards and examining marketing options and constraints.
- **Exit option: Marketing Plan.**

What training and materials are supplied?

The training course is used by agricultural support organisations to assist emerging farmers on a licensed basis. Each trained service provider is supplied with a compact and portable training kit for each level.

Training of Trainers will take five days for AgriFarmer.

- Service providers will be able to adapt and customise the training process with local information as well as moderate the pace at which the training happens to match the ability of the learners.
- Each learner needs a participant workbook.



AgriFarmer was developed with assistance from Abalimi Bezekhaya

Target Market	Required Prior Learning	Course Methodology	Course Outcomes
Emerging farmers who have little or no farming experience of farming or emerging or existing farmers who are growing vegetables	Basic calculations. Basic literacy (at least one member per group)	Simulated Agri Business Cycle experience. Simulated production of Vegetables on plots of 100m2. Practical selling exercises	Planning vegetable production. Planning good land utilisation. Plans for reinvesting in the farming cycle. Planning people productivity and working within capacity. Plans for local and contract marketing.
Low literacy learners wanting to get into farming. School children wanting to understand how Agriculture works.	No schooling level required. Basic cash counting/ arithmetic is needed. One reader/writer per group is needed.	Simulated Agri Business Cycle experience. Simulated production of Vegetables on plots of 100m2.	Planning vegetable production. Planning good land utilisation. Plans for reinvesting in the farming cycle.
Emerging farmers who have farming experience or existing farmers who are growing a range of products. (More than just vegetables)	No schooling level required. Basic cash counting / arithmetic is needed. One reader/writer per group is needed. Calculator skills helpful. Clear knowledge of own products inputs and outputs costs and amounts are essential.	Simulated Agri Business Cycle experience. Simulated production of own products on fixed size plots before full planning of their own production on their own land sizes.	Planning any agri production. Planning good utilisation of existing land. Plans for reinvesting in the farming cycle. Planning people productivity and capacities. Plans for local and contract marketing. Full farm planning (inputs and outputs) on an annual cycle..
Existing farmers or groups who want to get to grips with the requirements of Organic Standards so that they can start moving towards organic certification and selling	No schooling level required. One reader/writer per group is needed. Good grasp of own products and processes is essential.	Groups reflect on their current methodology and discover how well aligned they are with best practice. Trace ability and compliance record keeping systems are profiled.	Groups will be affirmed in their good practice and emerge with organic compliance demystified. They will have a list of tasks to implement and systems to record the required information.
Existing farmers who have had some experience of selling produce to markets. AgriCommercial takes farmers from early selling attempts to full commercial production.	Reading and calculator skills required. Basic simple Computer spreadsheet skills helpful. Comprehensive understanding of own production methods and processes, inputs and outputs is essential.	Simulated Agri Business Cycle experience. Simulated production of own products on fixed size plots before full planning of their own production on their own land sizes. Working with models and spreadsheets to plan and record production.	Planning any agri-production at a commercial level. Planning good utilisation of available land. Plans for reinvesting in the farming cycle. Planning people productivity and capacities. Plans for local and contract marketing. Full farm planning (inputs and outputs) on an annual cycle.