

## **Annex 2**

### **Organic Monitor Farm Facilitators – Key requirements**

The Monitor Farm facilitator(s) should possess technical knowledge, project management experience and personal skills, including:

#### **Previous facilitation experience and training**

- Evidence of helping groups to learn and/or come to decisions through appropriate intervention, steering and support.
- Evidence of relevant vocational training courses (e.g. on group facilitation, project management, business management or technical training)
- Relevant further education

#### **Good interpersonal skills**

- Demonstration of the ability to listen effectively and question appropriately
- The giving and receiving of constructive feedback, particularly between the facilitator and the Monitor Farmer
- An ability to steer discussions when required, both assertively and tactfully
- The ability to handle conflict of opinions effectively
- An impartial and non-judgemental approach to managing change

#### **Planning and organising**

- Maintaining effective contact lists
- Good timekeeping
- Meeting contract deadlines
- Efficient administration of the project for funders

#### **A good understanding of Scottish organic agriculture**

- Technical knowledge of organic farming
- A working knowledge of the SOPA organic standards
- A working knowledge of the main support mechanisms and legislation relating to Scottish agriculture
- Comprehension of the main trends in Scottish organic agriculture over the past 5 years
- Understanding of the main issues facing Scottish organic agriculture

#### **Data and information gathering, analysis and evaluation**

- Knowledge of the key performance indicators for farm businesses.
- A sound understanding of farm accounts
- An ability to identify and isolate key data and information
- Skills in presentation of data to a farming audience
- The ability get solutions to key issues from a farming audience
- Competence in reporting both qualitative and quantitative information\*

#### **Knowledge transfer**

- An ability to disseminate knowledge widely and appropriately
- Report writing skills for both farmer and scientific audiences
- Excellent verbal communication skills

\*Quantitative information refers to numbers, figures and frequencies. Qualitative information refers to attitudes, opinions and feelings. A mixture of both types of information can allow statistically reliable information obtained from analyses to be backed up by and enriched by information from farmers and others.

## **Monitor Farm Facilitator – Key Tasks**

The Monitor Farm project from the initial Monitor Farmer selection process to the final Monitor Farm meeting should take just over three years. It is expected that facilitation will take around 30-35 days per year, with extra time required in the first year to help select the farmer and record baseline data.

### **Key tasks for the Monitor Farm Facilitator will include:**

#### **Participate in Monitor Farmer selection**

1. Form a selection panel from respected, impartial farmers and trade people with good organic knowledge.
2. Assess and help the selection panel shortlist Monitor Farmer applications.
3. Arrange Monitor Farmer interviews, including farm visits to selected applicants.
4. Co-ordinate, with SOPA, the press releases for the successful Monitor Farmer.

#### **Initial introductions**

5. Visit to the Monitor Farmer to discuss the future programme.
6. Carry out, with the farmer, a risk assessment for Monitor Farm meetings.

#### **Baseline monitoring and benchmarking**

##### **Essential before the 1<sup>st</sup> Monitor Farm meeting**

7. Carry out a Whole Farm Review or similar
8. Record the health status of the livestock on the Monitor Farm.
9. Record the key production data for the farm, where available.
10. Arrange an environmental audit, energy audit, other surveys, sampling and analyses that will be necessary to an organic farming business
11. Collect information from neighbouring farm businesses and national figures, where available and relevant, to enable benchmarking of data

#### **Annual recording**

12. Complete an annual review of key business data
13. Continue surveys, sampling and analyses as required (e.g. worm counts)
14. Encourage community group members to keep records to allow comparisons in performance with the Monitor Farmer and the national averages.
15. Collect data and information from the Community Group that can indicate where business change has occurred as a result of the Monitor Farm programme

#### **Arranging community support – within 6 months**

16. Recruit and retain a Community Group (CG) of c50 members, maintaining the average attendance at Monitor Farm meetings of 25 attendees or greater.
17. Set up a management committee for the project which will direct the facilitator on expenditure of the analysis and specialist input sections of the budget.
18. Appoint a community group committee chairman to give participating farmers an independent point of contact.
19. Facilitate sub-groups as required to address specific issues on the Monitor Farm project.

### **Monitor Farm meetings**

20. Organise and facilitate up to five Monitor Farm meetings per year.
21. Organise two Open or Away Days within the three year period of the project (this could be incorporated into a Monitor Farm meeting).
22. Co-ordination of specialist speakers as required.
23. Confirm the next meeting date within 14 days of a Monitor Farm meeting.

### **Report writing**

24. Compile a meeting report for each Monitor Farm meeting, detailing the technical and business issues relevant to that farm.
25. Compile 1 Annual Report at the end of each 12 month period
26. Compile 2 press articles for the Scottish Farmer annually, based on the Monitor Farm meetings
27. Compile 1 report annually for the QMS R&D publication.
28. Compile report summaries for the SOPA Newsletter
29. Organise distribution of each farm meeting report to all community group members, by email or hard copy.

### **Equipment and venue**

30. Provide all stationery, IT equipment, projectors and materials necessary to facilitate group meetings.
31. Organise venues for events which allow the widest range of participants, ensuring warm, comfortable locations with good acoustics for indoor presentations and discussions.
32. Arrange catering for farm meetings and open days as required.
33. Take responsibility to ensure the health and safety of visitors to the farm and other venues by following best practice in risk assessment.

### **Succession**

34. In the final year, explore with the community group, management group and Monitor Farmer, ways to continue the benefits of 3 years' investment.

### **Monitor Farm outcomes**

35. The Facilitator should ensure that the project motivates participating farmers to:
  - a. Improve the physical and financial performance of farm businesses, using the whole farm business planning approach.
  - b. Consider their attitudes to change and adopt a more rapid uptake of best practice ideas.
  - c. Record data, benchmark their performance against others, and identify ways to achieve better performance.
  - d. Set specific goals, objectives and budgetary targets.
  - e. Develop systems that reduce production costs, improve physical and financial performance and free up more management time.
  - f. Become more aware of the range of markets available for primary produce, and take advantage of these to improve market returns and add value. Also, seek ways to build relationships and understanding with customers.
  - g. Learn from each other and specialist advisors how to implement environmentally friendly practices/activities.
  - h. Increase the confidence and numbers of young people who influence business decisions within the agricultural sector.
  - i. Give participating farmers the skills and confidence to take the Monitor Farm approach to a wider audience.