WP5: Joint qualification curricula for acquisition of managerial and entrepreneurial skills by farmers at eco-farm SME

Module 1: Understanding Entrepreneurship in Eco-farming

Authors: Dr. Baboo Ali & Dr. Firat Alaturk
Canakkale Onsekiz Mart University, Turkey

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of contents

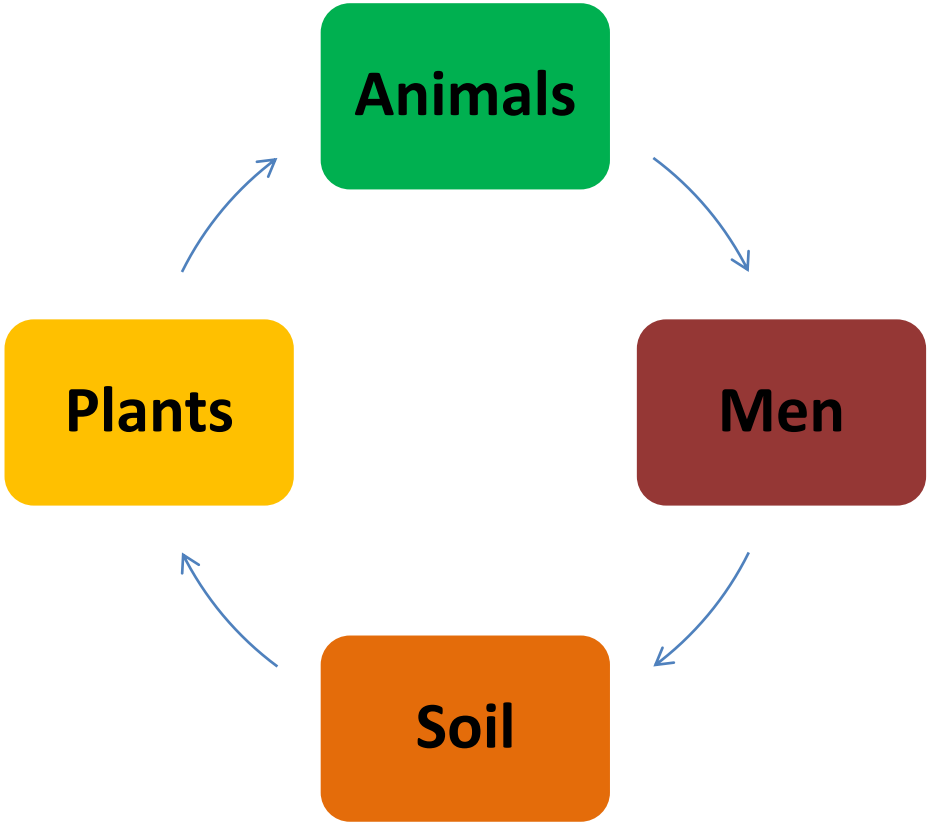
Co-funded by the Erasmus+ Programme of the European Union

Table of contents

Co-funded by the Erasmus+ Programme of the European Union

1.1 What is the concept of eco-farming?

- The basic concept of the eco-farming is that the soil, plants, animals and men are linked to each other.
- The creation of an integrated environmentally safe, sound and economically sustainable agriculture production system for the community by following the national/international rules and regulations of eco-farming.
- Soil is a living entity and the total environment of the soil is too much important in eco-farming.



Co-funded by the Erasmus+ Programme of the European Union

1.1 What is the concept of eco-farming?

1.1.1 Animal raising in eco-farming

Animals play an important role in our ecosystem. A society couldn't be healthy and economically sound with the absent of animals. Different animals play different role in the lives of human being. Men get benefit from animals directly as well as indirectly. We raise animals for meet, milk, agricultural and their by-products purposes. Animals are also too much important in balancing of the food chain and ecosystem.

The following three factors are very important for raising animals in eco-farming.

FEED

HEALTH

SPECIES

Co-funded by the Erasmus+ Programme of the European Union

1.1.1 Animal raising in eco-farming

1.1.1.1 Feed for animals

- In eco-farming, animals should be fed with natural pasture feed, hay and fodder that meet the requirements of their growth, development and production phases of life.
- Roughage, fresh or dried fodder, or silage should be added to the daily feeds of the animals specially, poultry and cattle.
- At least 60% of the feed should be provided to the small ruminants (goat, sheep, etc.) from farm, except the pasturing period.
- In case of poultry farming, at least 20% of the daily ration should be from farm-https://www.slideshare.net/palotas/organic-farming-for-animal-production-and-biodiversity

Photo by: Dr. Baboo Ali (Biga District, Çanakkale)

Co-funded by the Erasmus+ Programme of the European Union

1.1.1 Animal raising in eco-farming

1.1.1.2 Animal health

- Cleanliness of shelter, fresh feeds, and resting and walking places for animals keep away them from diseases, insects and other harmful organisms.
- Most of the animals suffer due to different diseases that is why the prevention of diseases is an important task in eco-animal farming.
- For the prevention of diseases, sheltering, equipments and utensils should be properly cleaned, but the usage of antibiotics and growth regulatory hormones are strictly prohibited in eco-animal farming.
- Urine, faeces, uneaten or spilt feeds should be removed on daily basis from the shelter and resting places of the animals - https://www.slideshare.net/palotas/organic-farming-for-animal-production-and-biodiversity

Co-funded by the Erasmus+ Programme of the European Union

1.1.1 Animal raising in eco-farming

1.1.1.3 Animal species

The species of the animal should be considered in eco-animal farming. The suitable species of the animal should be selected for animal raising in the suitable location. For example, Ankara (Tiftik & Angora) goat is the most appropriate species in the Anatolian Region. But the Saanen goat is the favorable specie for Aegean Region of Turkey and also in Germany.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Hidden Heaven: Mutlu Goats' Farm – Turkey

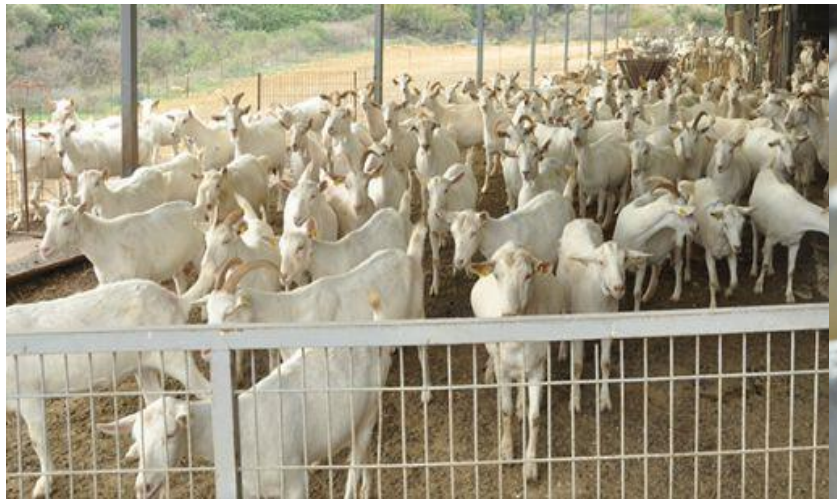
- This farm has been established in Gökçeada (Imbros) Island in Canakkale Province of Turkey in order to encourage dairy goat breeding.
- It has been certified by the concerned authorities of the Çanakkale Onsekiz Mart University that the 99% goats are being reared in 'Mutlu Goats' Farm' ('**Mutlu Keçiler Çiftliği**' – in Turkish) are Saanen breed.
- This is the most modern semi-open eco-farm of 'Saanen' goat breed in Turkey that has been established on the road side of Uğurlu Village in Gökçeada Island.
- Mutlu goats' farm was selected as "Best Practice – Demonstrative Eco-Farm" by ETO (Ecological Farming Organization) in 2013- http://www.saklicennet.com.tr/mutlu-keciler-ciftligi.html

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Hidden Heaven: Mutlu Goats' Farm – Turkey

- Since this eco-farm is certified internationally, the animals are fed only by certified varieties of barley, wheat, corn and clover in a semi-open shelter area, and also grazing around the year in a pasture surrounded by fences around the year- http://www.saklicennet.com.tr/mutlu-keciler-ciftligi.html



Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

AGRONASS – Bulgaria

- Agronass was established in 1986 on agriculture sector as a family business.
- Organic products were produced for many companies both at home and abroad.
- After that, it started as a family business in 2014 and then became a professional business with its own brand.
- Now, it provides services with 5 consultants, 6 agriculture engineers, 2 high agricultural engineers, 200 farmers and 15,000 decares production area in the company.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

AGRONASS – Bulgaria

- The aim of this company is to produce healthy vegetable and animal production subject to organic farming.
- It also focuses organic farming methods of biological control and organic solutions for organic agriculture.
- Moreover, it also provides geographically marked products, medical and aromatic products, organic camping services, standard seed production, hybrid seed production and consultancy services- https://www.europages.co.uk/AGRONASS/000000005266117-579593001.html

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Case study 2 – Bulgaria

The choice of location for the construction of a farm in Rodopi mountain is the main and first question that every farmer should decide.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

The most suitable are the places outside the settlements, near permanently grassed areas, supplied with drinking water, including from their own water sources. when inspecting the site for the new farm is to take into account the slope of the terrain, as well as the distance of the future site from natural reservoirs (rivers, lakes, etc. in connection with their protection from pollution from agricultural sources) and other livestock sites.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

- The distance between two small ruminant farms (sheep and goats) must be at least 15 meters between the livestock buildings.
- When there is a mixed farm near the new site, the sheep farm must be built at a distance at least 100m. This distance is measured between fences and livestock sites.
- Depending on the area in which the farm is located and the season, two subsystems are applied: winter-stable and summer-pasture breeding. Usually the stable period lasts from 160 to 180 days, and the grazing period - from 180 up to 205 days.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

- Indoor, open and semi-open buildings can be used in sheep breeding.
- The type of building, as well as the choice of breeding technology depends on the breed characteristics, natural and climatic conditions and last but not least on the farmer's vision for future development and its financial capabilities.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

In making this choice, attention should be paid to:

- the labor force - own (family members) or hired
- the provision with fodder and permanently grassed areas (pastures)
- the mechanization of the production process - feeding, milking, cleaning.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

- Regarding the cleaning of buildings, it is mandatory to consider the type of manure storage and its location.
- Collection, storage and subsequent removal of fertilizer is a mandatory requirement that the farm must comply with.
- The size of the manure storage depends on the type of animals, their number, as well as the requirement for storage of the fertilizer mass (liquid and solid fraction) for 4 - 6 months.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

When designing and building manure storage facilities it is mandatory:

- the presence of a fertilizer pad with an impermeable base, which does not allow leakage of the liquid fraction
- when raising more than 5 animal units, the holding must have separate facilities for plowing the different fractions of manure (solid and liquid)

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

When designing and building manure storage facilities it is mandatory:

- the facilities for storage of the individual fractions of fertilizer shall have a waterproof floor and walls, which shall not allow penetration into the soil or pollution of the water sources.
- the coating of fertilizer storage facilities to be impermeable.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

- The issue of the availability and proper operation of the pasture is extremely important and relevant.
- Taking into account the needs of sheep, the type of pasture (natural or artificial grassland), its productivity and climatic conditions, it is necessary to parcel it. which is used in extreme cases.
- The sheep stay on each plot for a certain number of days, observing the principle of rotation and ensuring proper grazing and rest on each plot.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

EKODAR – Slovenia

- Ekodar organic beef label was established in 2009 by the Šaleška Valley agricultural cooperative.
- Currently, 76 producers/farmers label their products with the Ekodar brand, which speaks to a connection of trust between producers and consumers.
- The meat is available in eleven large retailers, such as Mercator, two organic shops, two agricultural cooperatives, as well as online, and delivery is available in 12 cities throughout Slovenia.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

EKODAR – Slovenia

- Marketing and distribution is done via the central umbrella of the Šaleška Valley (owner of the brand) agricultural cooperative.
- The special characteristic of the Ekodar brand is its QR code, which allows consumers to trace the origins of their meat.
- In using a smart phone to scan QR codes on packaging before purchase, consumers can receive full information about their meat's farm location, the size of the farm, and the size of the cattle herd on the farm.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

EKODAR – Slovenia

- Main actor of the brand, the Šaleška Valley agricultural cooperative, usually describes the business logic of the food chain before inviting new actors to cooperate.
- Internally, business plans have been questioned, especially during the first two years of the Ekodar brand's existence, as there were difficulties involved in promoting it on the market (i.e., they were selling organic beef under the conventional price).
- Strategic decisions are usually made by the Šaleška Valley agricultural cooperative - http://ekodar.si/v2/

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Case study 2 – Slovenia

- Eco Farm Visočnik Sonja – main activity is calf raising (veal production), they also grow potatoes and cereals
- Eco Farm Matej Zadravec – main activity is cattle raising (beef production)

Source: http://www.eko-podezelje.si/

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Organic S3 – Greece

- Organic S3 is involved in the trade of packaged organic farming products produced in Greece and abroad.
- Organic S3 has access to the industry of bakery goods, pastry, meat and dairy products, with the purpose of creating high quality and safe organic products.
- Organic S3 also provides to wholesale or retail companies the capability of producing private label organic products.
- Organic S3 proposes 2-3 products for evaluation as samples, after the client has selected the organic product of his/her interest.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Organic S3 – Greece

- Organic S3 presents solutions regarding the visual aspect of packaging and the labeling of the product, as required by Greek and E.U. Legislation.
- Organic S3 provides its customers the capability to develop new products or improve the already available ones, while using environmentally friendly packaging materials with the help of the laboratories in the Department of Food Science and Technology, Athens Agricultural University - http://www.organic-greece.com/en/index.html

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Livestock management of small animals (goats, sheep, chicken, rabbits) is a common occupation for farmers, especially “newcomers” in Greece and specifically on the islands.
- Milk, eggs and meat are the most usual products that are absorbed by the local, regional and even national market.
- “Branded” products where the buyer can see the name of the producer has started to be more appealing to buyers in Greece.
- Organic products do not focus anymore to “gourmet” buyers but are really in demand and mainly by new families.
- Our focus of this case study is the organic livestock in Greece.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Organic Livestock
  - is the management of animals in their natural environment without interfering with the way they reproduce and with a supplementary diet derived from animal feed produced organically.
  - the natural living of animals and their provision and well-being.
  - each animal should be raised in comfortable areas with well ventilated shelters and extensive pastures.
  - use of animal feed produced biologically and without the use of genetically modified organisms (GMOs) and/or products produced by them.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Organic Livestock
  - since animal production is inextricably linked to the management of agricultural land, animal production outside the territory is prohibited.
  - when selecting breeds, their ability to adapt to local conditions, their vitality and disease resistance should be taken into account, and broad biodiversity should be encouraged- http://www.agrosh.ro/resources/toolip/doc/2019/02/14/1_cs4_casestudy_description.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Legal framework / legislation
  - The rules for the production of organic plant products have been established at European Union level, with Regulation (EEC) 2092/91 and extended to animal production with Regulation (EC) 1804/99.
  - These Regulations include specifications (requirements) relating to the origin and conversion of animals, nutrition, plant facilities, veterinary care, waste management, processing, and the obligations of producers.
  - In addition to the production standards, these regulations also regulate the control and certification system and the labeling of organic products.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Legal framework / legislation
  - Regulation (EC) 1804/99 covers the following:
    - cattle (including buffalo and bison)
    - pigs
    - sheep and goats
    - poultry
    - beekeeping
    - silkworm rearing

    Source: https://www.cbd.int/doc/world/gr/gr-nbsap-01-en.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Minimum requirements for organic livestock
  - Conversion
  - Origin of animals
  - Vaccination
  - Nutrition/diet
  - Waste management
  - Shelter
  - Veterinary operations
  - Other practices

https://www.researchgate.net/publication/311714833_Organic_production_in_Greece_-_Challenges_and_lessons_learned

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Conversion
  - For a product to be sold as organic, a necessary conversion period must pass, provided that all provisions of the law have been complied with.
  - Indicatively, it is stated that the conversion period for milk (cow, sheep and goat) is six months and for meat-producing animals it is scaled as follows:
    - For cattle 12 months
    - For sheep and goats 6 months
  - These periods only concern the conversion of livestock. It must be preceded by the conversion of the grazing areas and the lands used for the production of animal feed- https://www.bio-fit.eu/upload/Resources/NCS_GR_Formatted.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Conversion
  - Livestock products are classified as organic when they derive from animals that have been raised organically for at least:
    - For cattle meat (including buffalo and bison meat) 12 months
    - For goat and pig meat 6 months
    - For chicken meat production 10 weeks
    - For egg-laying hens 6 weeks
    - For sheep and goats 3 months
    - For dairy cows 3 months

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Origin of animals
  - Producers are encouraged to keep replacement animals from their flock. However, in some cases it is allowed to enter the biological herd of a percentage of female animals that have not given birth and that come from conventional breeding.
  - Male breeding animals are also allowed to enter. It is understood that once these animals are introduced into the biological unit they must be bred according to the rules of organic animal husbandry –

https://ec.europa.eu/food/sites/food/files/animals/docs/aw_eu-strategy_study_edu-info-activ.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Origin of animals
  - When a livestock unit is transformed into an organic one, all the animals of the same species that exist in the unit must be transformed. However, the producer may breed non-organic animals of a different species in another unit other than the one where the organic ones are bred.
  - In organic animal farming, it is recommended to use breeds and types of animals with good adaptability and high durability, such as domestic breeds- https://www.tandfonline.com/doi/full/10.1080/1747423X.2019.1639836

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Grazing areas
  - Ruminants (sheep and goats, cattle) should have access to pastures whenever weather conditions allow, while omnivorous animals (poultry, pigs) should be allowed to enter courtyards.
  - The courtyards and pastures (private, rented or shared) should meet the requirements of the regulations and should therefore be included in the control system-

https://www.researchgate.net/publication/267986877_Grazing_behavior_of_the_Greek_breed_of_sheep_SSerres_in_lowland_and_mountainous_pastures

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Grazing areas
  - Organic pastures are also allowed to graze animals that do not meet the specifications of organic livestock, provided that the total number of animals used by the pasture does not exceed the grazing density of the specific area and the animals that follow the specifications of the biological specification clearly marked to be separated from the corresponding conventional ones.
  - The grazing areas that include arable land (cereals-legumes) or located near trees (e.g., olive groves) must meet the requirements of the regulation.
  - These areas are subjected to the control system and must undergo the necessary conversion period in order to be used by animals bred organically-

https://www.researchgate.net/publication/223639517_Southern_European_grazing_lands_Production_environmental_and_landscape_management_aspects

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Feeding/Diet
  - In the organic way of breeding, the animals feed on organic feed.
  - Ruminants get the maximum possible percentage of food from grazing.
  - Supplementary feed should also come from organic farms.
  - The use of animal feed from genetically modified organizations and those that are a product of extraction is prohibited.
  - In general, many salts and trace elements are allowed nowadays, vitamins in omnivorous animals (pigs, poultry) while amino acids and many balancers are prohibited - http://www.fao.org/3/a-i4358e.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Feeding/Diet

  Animals in organic livestock should be bred according to the following:

  – **1**) Ensuring quality production without maximizing it and meeting the nutritional needs according to the normal stages of their lives (pregnancy, breastfeeding, growth, fattening, egg production, etc.).

  – **2**) Livestock of organic production and preferably with food produced in the farm.

  – **3**) Food at a rate of up to 30% is allowed to contain material of transitional stage (not totally organic yet) and if they come from the farm itself the percentage can be increased up to 60%.

  – **4**) The diet of young mammals should be based on natural and preferably breast milk.

  – **5**) Mandatory diet with natural milk is 3 months for cattle and subspecies, 45 days for sheep and goats and 40 days for pigs.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Feeding/Diet
  - **6**) For herbivores, feeding systems should be based on the maximum possible use of grazing depending on the pastures at different times of the year. At least 60% of the daily diet should consist of coarsely ground, fresh, dried or roasted feed.
  - **7**) For poultry, diet in the fattening stage should contain 65% grains, while in the daily diet of pigs and poultry; coarse-grained, fresh, dried or silage feed should be added.
  - **8**) Vitamins, trace elements, enzymes, microorganisms, binders and preservatives are allowed.
  - **9**) Antibiotics, granulocytes, drugs with growth factors are not allowed.
  - **10**) Animal feed, feed raw materials, synthetic feed, additives, etc. must not have been produced using genetically modified organisms.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Waste management
  - The animal manure is dispersed in the soil of the farm or other farms that follow the specifications of organic farming in such a way that it does not exceed the limit of 170 kg. Nitrogen/hectare/year (hectare = 10,000m^2).
  - Until the manure is dispersed, it must be stored in suitable facilities of sufficient capacity in such a way as to exclude the possibility of water pollution or soil contamination- https://www.researchgate.net/publication/227421114_Investigation_of_agricultural_and_animal_wastes_in_Greece_and_their_allocation_to_potential_application_for_energy_production

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Shelter
  - Shelter conditions must meet the ecological requirements as well as the behavioral needs of the animals.
  - In the stable facilities, specific densities must be observed (e.g; the sheep needs 1.5 m^2 and the lambs 0.35m^2 for animal accommodation).
  - Animals must have freedom of movement in the stable and not to be tied.
  - Buildings should facilitate ventilation and the entry of natural light inside.
  - Cleaning and disinfection of the stable facilities and equipment should be done with special products as allowed by the regulations-

https://www.europarl.europa.eu/RegData/etudes/STUD/2019/629209/IPOL_STU(2019)629209_EN.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Veterinary operations
  - It is of particular importance in organic livestock the prevention of diseases ensured by the selection of domestic breeds or types of animals, good nutrition, avoidance of high densities, regular exercise of animals, etc. But if an animal becomes ill or injured the problem must be addressed immediately.
  - The use of homeopathetic solutions is encouraged.
  - Antibiotics or other chemical drugs (allopathetic) cannot be used as growth factors or for preventive reasons.
  - However, if a disease cannot be treated in any other way, then the limited use of allopathetic drugs is allowed. In this case, the waiting period must be twice as long as indicated on the drug.

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Veterinary operations
  - However, if an animal receives more than three medicine treatments, then it loses its biological characterization. Animals of less than a year old can only receive one treatment.
  - Pest control should be handled with proper pasture management. It can also be used anti-parasitic measures, but not systematically.
  - Vaccinations are allowed in the context of disease prevention- https://clintonwhitehouse5.archives.gov/media/pdf/pharmaceutical.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.1.2 Case studies in animal raising

Bio-animal raising - Greece

- Other practices
  - Reproduction is mainly based on natural methods.
  - Natural insemination is allowed, but not other forms of reproduction.
  - Also, cutting the tail, teeth, horns, beaks, etc. is allowed only for reasons of safety and hygiene of the animals.
  - Castration of animals is allowed only in special cases of breeding.
  - Animals should be transported in a way that reduces stress.
  - Animals and livestock products must be recognized at all stages of their production, manufacture, transportation and marketing.

Co-funded by the Erasmus+ Programme of the European Union

1.2 What is entrepreneurship?

1.2.1 Introduction

- Entrepreneurship requires innovation, creativity, opportunity and the ability to commercialize the combination of these elements.
- Entrepreneurial activity is a continuously growing field of business.
- The business have to implement ecological approaches in its strategies, institutional structures and social responsibility activities.
- Entrepreneurship and ecology concepts have been combined and ecopreneurship concept has been created.

Co-funded by the
Erasmus+ Programme
of the European Union

1.2 What is entrepreneurship?

1.2.2 Who is an entrepreneur?

- Entrepreneurs started to have money as their orientation of business.
- Entrepreneurs focused on gaining as many profits as they could.
- Entrepreneurs combined both profit and social as their business goals which are often called social entrepreneurs.
- Entrepreneurs which seeks for profit only, while ecopreneurs seeks for profit and environmental sustainability.
- Ecopreneurs are entrepreneurs who not only care for the profits of their business, but also pay more attention to the underlying green values while entrepreneurs do not have this kind of attention-

https://www.researchgate.net/publication/321769891_Ecopreneurship_Concept_and_its_Barriers_A_literature_Review

Co-funded by the Erasmus+ Programme of the European Union

1.3 Eco-farmers as entrepreneurs

- Eco-farmers see their farms (plant and animal farms) as a business.
- Eco-farmers see their farms as a means of earning profits.
- Eco-farmers are passionate about their farm business.
- Eco-farmers are willing to take calculated risks to make their farms profitable and their businesses grow.
- Eco-farmers look for better ways to organize their farms.
- Eco-farmers try to introduce new crop varieties, better animal breeds, alternative technologies, diversify production, reduce risks and increase profits as an entrepreneur.
- Eco-farmers need to manage their businesses as long-term ventures with a view to making them sustainable-

https://books.google.com.tr/books/about/Entrepreneurship_in_Farming.html?id=gNPHmwEACAAJ&redir_esc=y

Co-funded by the Erasmus+ Programme of the European Union

1.4 The entrepreneurial environment

- Eco-Farmers operate in a complex and dynamic environment as a entrepreneur.
- Eco-Farmers are part of a larger collection of people including other Farmers, suppliers, traders, transporters, processors, etc.
- Every eco-farmer has a role to play in a better way in producing products and moving them through to the market.
- Every eco-farmer needs to be an entrepreneur.
- All eco-Farmers also need to respect each other and work together to make the whole system work better and be more profitable

Co-funded by the Erasmus+ Programme of the European Union

1.4.1 Entrepreneurship dynamics

- A successful eco-farmer entrepreneur is technically competent, innovative and plan ahead so he/she can steer his/her farm businesses through the Stages of enterprise development.
- There are many challenges that an eco-farmer faces before, during and after his/her businesses as an entrepreneur.

Co-funded by the Erasmus+ Programme of the European Union

1.4.2 Ecosystem in Eco-farming

- It becomes necessary to create an ecosystem that focuses on eco-farm entrepreneurship in parallel with other needs and developments.
- For this purpose, an eco-farm entrepreneurship ecosystem should be established to promote and develop entrepreneurship culture in agriculture sector.

Co-funded by the Erasmus+ Programme of the European Union

Co-funded by the Erasmus+ Programme of the European Union

1.4.2 Ecosystem in Eco-farming

Policies

- Policies provide strategy and legitimacy to entrepreneurs and the entrepreneurship ecosystem in eco-farming through promotion and support, problem solving and venture friendly legislation.

Finance

- Finance provides the fuel for early stage and growth oriented startups and growth of the entrepreneurship ecosystem in eco-farming through access to micro loans, venture capital, etc.

Co-funded by the Erasmus+ Programme of the European Union

1.4.2 Ecosystem in Eco-farming

Culture

- Culture beliefs influence acceptance and promotion of entrepreneurs and the entrepreneurship ecosystem in eco-farming.

Support

- Support systems should include a wide range of support infrastructure e.g. energy, transport, etc., and entrepreneurship networks and networking platforms and events.
- Experienced mentors and coaches, and professional support services help ensure success.

Co-funded by the Erasmus+ Programme of the European Union

1.4.2 Ecosystem in Eco-farming

Human capital

- Human capital in the form of experienced managerial and technical talent is required to ensure entrepreneurial success of the ecosystem in eco-farming.
- Training institutions, VET schools and outsourcing support should respond to growing needs for skills in the marketplace.

Market

- Markets provide opportunities for proof of concept, sales and distribution of eco-products.
- Customers include both domestic and foreign markets, large and small companies, and government contracts.

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

1.4.3.1 Miss Kübra Değirmenci – Turkey

- She is a young entrepreneur from Çanakkale Province of Turkey. She is going to be graduated from the Lapseki Vocational School, Çanakkale Onsekiz Mart University in this year 2020. At this time, she is a regular student in the two years programme of Plant and Animal Production in the Department of Plant Protection. But it the same time, she is running her business as a young entrepreneur.
- She is a beekeeper. She established her own business as '**Zambak Tepe Bal**' in Çanakkale Province, Turkey. She rears, looks after, encourages, increases the hives of honey bees and then sells the honey to her community.

Photo by: Kübra Değirmenci

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- Miss Kübra is not only supporting her family and home economy, but she is also encouraging her age fellows and the other youngster in starting of their own business as entrepreneurs.
- She is also providing healthy and pure honey to her community in their breakfasts and other consumptions.
- She adopted the beekeeping as business and source of her family income.
- Moreover, Miss Kübra playing an important role in the protection of honey bees, production of honey, increasing the economy of community, nation as well as of country.

Photo by: Kübra Değirmenci

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

The logo, Instagram page and an example of the product of '**Zambak Tepe Bal**' business of Miss Kübra, a young entrepreneur, are given below.

All these pictures are provided by Miss Kübra Değirmenci

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

1.4.3.2 Mr. Ali Rıza Günal – Turkey

- He is a young entrepreneur and doing his own business in Turkey.
- He did his undergraduate and post graduate degrees from Ankara University, Turkey.
- He established his own business in the name of ‘Günal Biyolojik Mücadele’ (Günal Biocontrol) in March 27, 2014 in Muğla-Fethiye, Turkey.
- He rears, looks after and increases the population of farmer-friendly insects and then sells them to the eco-farmers to replace and minimize the application of pesticides in their farms and greenhouses.
- His company, ‘Günal Biocontrol’, produced more than 1 million beneficial insects in 2019, now his target is at least 2 million in 2020.

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- Mr. Ali Rıza Günal is a leading example for new and young entrepreneurs in their businesses in eco-farming.
- He is playing a vital role not only increasing his home economy, but also protecting the plant and animal ecosystems with the application of environment-friendly insects, minimizing the usage of pesticides and helping in enhancing the quality production of eco-farmers in his region.
- For further details about the business of Mr. Ali Rıza Günal, visit the following given links.
- **Webpage:** http://gunalbiyolojik.com/anasayfa
- **Facebook:** https://www.facebook.com/pg/Gunalbiyolojik/about/?ref=page_internal

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

1.4.3.3 Innovative products based on chilly and beekeeping (Farm Vizjak) – Slovenia

- Young farmer Matic took over the farm in 2016.
- He started with innovative products based on chilly and beekeeping.
- He has been nominated and awarded for the most innovative young eco farmer in 2017.
- He received three awards at the international competition in New York for his chilly products in 2017.

- Source: https://www.program-podezelja.si/en/component/k2/item/47-mladi-prevzemnik-kmetije-inovativni-produkti-na-bazi-cilija-ter-cebelarstva
- More cases: https://www.program-podezelja.si/en/component/search/?searchword=primeri%20dobre%20prakse%20eko&searchphrase=all&Itemid=845

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

1.4.3.4 Ivan Ivanov – Bulgaria

Ivan Ivanov, winner of the Evrika Award for young eco-entrepreneur in Bulgaria for 2019.

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- Ivan Ivanov was born in 1986.
- He grew up from an early age with the creation and development of the family agricultural company by his grandfather and father. In this direction is the education he receives as a successor of the family business.
- At present Ivan Ivanov is the owner and manager of the company Agrotime, by a grant submitted to the Sapard programme. He started with a 10 000 euros capital.
- At present, the company is developing successfully and is now one of the leading Bulgarian agricultural companies.

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- Agrotime has created an experimental orchard for new varieties of apricots, prunes, peaches, apples and pears. As part of its continuous value-added mission, Agrotime has recently started producing fruit liqueurs together with partners from the UK.
- Their first products were liqueur thorny gin - made from wild thorns from the vicinity of Isperih and liqueur cornflower gin-made from cornflowers cultivated in the orchards of Agrotime.

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- For Ivan Ivanov, the road to success is not direct, but in fact it is quite long.
- He is managing the company by giving personal example.
- He tries to treat people well and expects the same from them.
- He adheres extremely to the high standard of ethical behavior and thus receives the deserved recognition, both from everyone in his company and from many partners.
- The secret of its success is the constant pursuit of innovation and excellence, combined with the realization of long-term agricultural traditions in a very fertile region.

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- In 2017, Ivan Ivanov's company expanded with another unit - the company "Agrotime Technician", which serves farmers in Northeastern Bulgaria, not only by providing them with modern machinery and services, but also supports their activities.
- In 2020, Ivan Ivanov's company is one of the largest employers in the regions of operation, which provides permanent employment to 370 people and annually employs about 120 seasonal workers.

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- Over the years it has proven to be an excellent example of modern innovative agriculture and with its results has shown how the application of good practices in the development and management of agricultural companies can take place in Bulgarian conditions.
- With its constant striving for improvement and innovation - by investing in the education of its employees, introduction of know-how, application of good practices, use of modern equipment and last but not least - good management, the company Agrotime is a proof, that the agricultural sector in Bulgaria can make a dynamic and competitive contribution to the Bulgarian economy.

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

1.4.3.5 Chrysanthi Kapeli – Greece

Chrysanthi Kapeli: The 24-year-old economist who became a livestock breeder in 2016.

Chrysanthi created, from scratch, a cattle breeding and fattening farm in Stratos, Etoloakarnania.

https://www.facebook.com/farmakapeli/

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- She bought the land with the help of family funds, the animals, was informed about the developments in the breeding and in about 10 months she started the provision of her own organic meat to the market.
- Chrysanthi is only 28 years old (2020) and in the next slides we will follow her journey and coincidences of life that, from an economist, created her a “cowgirl”.
- Chrysanthi Kapeli studied Economics in Patras and returned to Agrinio without being absolutely sure about her professional environment. She worked in an accounting office for about a year and was in Crete during a 5-month job at the Panhellenic Confederation of Agricultural Cooperatives
- There, her contact with the producers was like a revelation. She returned home and, after a discussion with her 20-year-old brother Vassilis, decided to become a livestock breeder

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- She mentions in an interview (2016):

"*There was no family tradition. We started the effort a year ago and 7 months later we constructed the stable facilities of 1,000m^2. Today we have 80 calves and 1 bull, while 14 young ones have been born on our farm. They are exclusively fattening, organic farm, and our goal is to reach 200 mothers.*"

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- She mentions in an interview (2016):

"*As a young farmer, I see that we do not have help from the new CAP. I thought about getting involved because 90% of the beef in Greece is imported, without knowing its quality, and only 10% is of local production. Especially when it's organic, percentage is just a small fraction of the total. But the cost of animal feed has skyrocketed, and subsidies are being delayed. I was based on my own (family) funds. I am getting informed on my own (internet) and I follow other farms paradigms and their activities. I have visited some of them with my father, either to buy or to see. Together with my brother and father, we are pursuing our goals.*"

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- She mentions in an interview (2016):

"Despite the use of modern means, technology and know-how, there are still many difficulties: the livestock sector is collapsing and thousands of farmers are at a dead end, below the survival threshold due to the frightening increase in VAT to 23% and now with the new law to 24% on animal feed, which sharply increases production costs. Another serious difficulty is that the VAT on the sale of livelihoods increases from 23% to 24% for local meat, when for the imported meat VAT is 13%. The result is that, although Greek production is qualitatively superior, its final price is higher than the corresponding imported ones and therefore is in a more difficult position. At the same time, consumers, because they know the quality difference, are often deceived, due to the "Hellenizations" (illegal characterization of imported animals as Greek)."

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

- She mentions in an interview (2016):

“Golden tips for young people:

From her own experience, Chrysanthi Kapeli advises young people who have decided to engage in animal husbandry, to realize that they are dealing with living organisms that require constant care.”

Co-funded by the Erasmus+ Programme of the European Union

1.4.3 Examples of young entrepreneurs

"Animals don't know about holidays, holidays, schedules and social obligations. They require constant monitoring and care. He should also know that in animal husbandry we have two periods, winter and summer. In winter, things are easier and more relaxed, in contrast to summer, where the thermometer and fatigue are red. In the summer, among other things, we need to take care of the winter food. Also, one has to decide in the beginning how one wants to be involved in animal husbandry. As a private farmer, or as a company. Every solution has its pros and cons."

Co-funded by the Erasmus+ Programme of the European Union

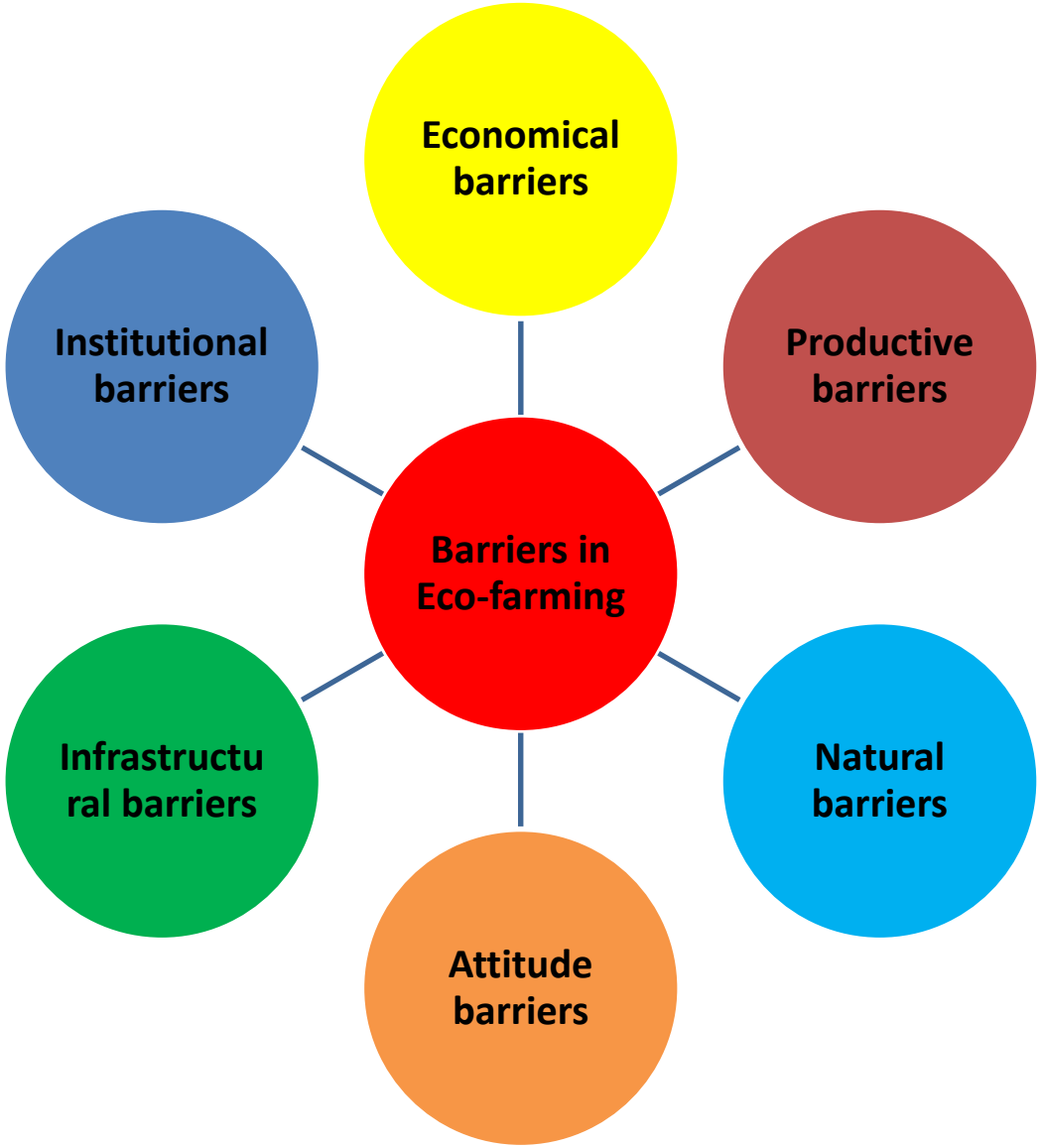
1.4.3 Examples of young entrepreneurs

- She mentions in an interview (2016):

At the same time, she explains the reasons why she has not joined a national program for the first settlement of young farmers. "I think it's better when someone starts such a business not to rely on these new programs, as they can't financially support a new breeder. Most of those who relied on these programs made “a hole in the water”, in terms of livestock, and damage to their pockets, as they acquired debts because they saw that it ultimately cost much more than they expected. The cost is high both for the facility and for raising animals."

Co-funded by the Erasmus+ Programme of the European Union

1.5 Barriers and challenges in Eco-farming



Co-funded by the Erasmus+ Programme of the European Union

1.5 Barriers and challenges in Eco-farming

1.5.1 Economical barriers

- Economic situations of eco-farmers.
- In the case of small eco-farms, the conversion to solely eco-farming does not provide attractive prospects for farm households.
- Price fluctuations on the market.
- Insufficient government subsidies in eco-farming.
- Lack of crop and animal insurances (e.g. flood, disease, attack of insect pests, etc.).

http://www.enoas.org/pol05t/006b.html

Co-funded by the Erasmus+ Programme of the European Union

1.5 Barriers and challenges in Eco-farming

1.5.2 Productive barriers

- TO BE REDONE
- Lack access to productive capital required for eco-production.
- Low productivity of eco-products.
- Lack access to required inputs of eco-products like seed, fertilizer, manure, etc.
- Need many labour and human resources for achieving the suitable target of eco-products.
- Lack of access to appropriate place to store the eco-products.
- Insufficient time for eco-products cultivation.

https://rnseria.com/resources/html/article/details?id=194968&language=en

Co-funded by the Erasmus+ Programme of the European Union

1.5 Barriers and challenges in Eco-farming

1.5.3 Natural barriers

- Variation in temperature, relative humidity and rainfall.
- Decreasing population of e.g. useful insects to contribute to pollination (e.g. bees).
- Existent natural resources are not suitable and chemical materials are required.
- Slow performance of soil micro organisms.
- Impoverished soil.
- Plant health
- Soil fertility

https://orgprints.org/14042/13/14042.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.5 Barriers and challenges in Eco-farming

1.5.4 Attitude barriers

- Farmer attitudes towards eco-farming and lack of trust.
- Insufficient knowledge on both sides, the consumer and producer, about the development of eco-products.
- Cultural and ideological factors play an important role, acting as stimulants or destimulants in decisions on whether to choose the eco-farming system.

https://orgprints.org/14042/13/14042.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.5 Barriers and challenges in Eco-farming

1.5.5 Infrastructural barriers

- Land rental agreement conditions and high land prices.
- Lack of support for processing and marketing activities as well as support for collaboration between eco-farmers in order to increase the demand for eco-products (e.g. lack of available cooperatives).
- Expenses for special equipment and related infrastructure.
- Not providing proper tools and infrastructure for eco-farming.

https://pdfs.semanticscholar.org/bf0f/a260c60d26bde4b714189c4440c1e4a855a0.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.5 Barriers and challenges in Eco-farming

1.5.6 Institutional barriers

- Rigid control mechanism and bureaucracy of policy support.
- TO BE FURTHER EXTENDED
- Insufficient schools and educational books to distribute the culture and awareness in the production and consumption of eco-products.
- Lack of extensional system in informing farmers about eco-farming.
- Eco-farmers' limited environmental knowledge.
- The low level of education in the community.
- Weaknesses of media for extending the culture of using eco-products.
- Insufficient knowledge about the hazards of pesticides and chemicals.
- Limited awareness about eco-products.

https://pdfs.semanticscholar.org/bf0f/a260c60d26bde4b714189c4440c1e4a855a0.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.6 Biopest control in eco-farming

- Every insect of your garden is not harmful to your crops.
- Some species of insect are harmful but the majority of insect are beneficial.
- Beneficial insects are used for the protection of your plant products to control the harmful insect pest species.
  - Some insects are predator which directly feed on the most harmful species of insect pests, e.g., ladybird beetles, praying mantis, green lacewing, etc.
  - Some species of insects are known as parasitoids which slowly kill the harmful insects by using them as host, e.g., all parasitic wasps.

Co-funded by the Erasmus+ Programme of the European Union

1.6 Biopest control in eco-farming

- Three kinds of information are required for the successful control of harmful insect pests in eco-farming
  - **Biological information:** what the insect needs to survive? For example; leaves, flowers, fruit, stem or root of your plants.
  - **Ecological information:** how the insect interacts with the environment and other species?
  - **Behavioral information:** about both harmful and beneficial insect species.

Co-funded by the Erasmus+ Programme of the European Union

1.6 Biopest control in eco-farming

Following methods are recommended for insect pests management in eco-farming.

1.6.1 Biological control

- reduction of insect pest population by natural enemies and typically involves an active human role is called biological control.
- eco-farming relies on the suppression of harmful insect pests through the introduction, conservation and enhancement of biocontrol agents.
- For example, ladybird beetle is a beneficial predatory insect and feeds on many harmful insect species like aphids, white flies, jassids, thrips, and egg and larval stages of many other harmful insect pest species.
- conservation of natural enemies enhances the natural biological control of insect pests and pathogens in eco-farming. It also helps to maintain the biodiversity.

Co-funded by the Erasmus+ Programme of the European Union

1.6 Biopest control in eco-farming

– plants growing within and near the crop field offers resources for natural enemies such as alternate prey and hosts, pollen or nectar as well as microhabitats.

  • EXAMPLE; vetch, clover, scorpion weed, buckwheat, canola, etc.

– intercropping with insectary plants helps to enhance the activity of predators and parasitoids by providing them with habitat and food sources such as nectar, pollen and alternate hosts or prey.

  • EXAMPLE; coriander, tansy, dandelion, golden marguerite, basket-of-gold, carpet bugleweed, fern-leaf yarrow, masterwort, etc.

– planting sunflower on the perimeter of pepper helps to increase the density of “minute pirate bugs” in the pepper, and helps suppress “flower thrips” in your garden.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

1.6 Biopest control in eco-farming

1.6.2 Biological control agents

There are three biological control agents used in biopest control in eco-farming.

Predators

Parasitoids

Pathogens

Co-funded by the Erasmus+ Programme of the European Union

1.6 Biopest control in eco-farming

- **Predator**
  - A predator is an insect that feeds on more than one prey in its lifetime.
  - Larva and adults of many insects can be predators and may feed on all developmental stages of their prey.
  - Most important insect predators are: preying mantis, assassin bugs, ladybird beetle, predaceous midge, aphid midge, brown lacewings, green lacewings, syrphid flies, vedalia beetle, minute pirate bugs, etc.

http://www.fao.org/3/ca3677en/CA3677EN.pdf

Co-funded by the Erasmus+ Programme of the European Union

1.6 Biopest control in eco-farming

- **Parasitoid**
  - A parasitoid is an insect that develops inside or outside of a single host insect and usually kills it.
  - A parasitoid can parasitize all insect developmental stages, from eggs to adults.
    - For example, the winter moth can be controlled successfully through the introduction of a parasitoid namely, *Agrypon flaveolatum*.
    - Some important parasitoids are: *Aphidius*, *Aphytis*, *Bracon*, *Encarsia formosa*, *Trichogramma*, *Trissolcus*, etc.

Co-funded by the Erasmus+ Programme of the European Union

1.6 Biopest control in eco-farming

- **Pathogen**
  - Pathogens are used in the biological control of harmful insects known as ‘entomopathogens’.
  - An entomopathogen is a virus, fungus or bacteria that lives inside and outside of harmful insect pests.
  - An example of entomopathogen virus is the ‘nudivirus’ used against a harmful insect like the rhinoceros beetle.
  - Most important pathogens are: *Bacillus thuringiensis*, *Beauveria bassiana*, *Aspergillus flavus*, *Verticillium lecanii*, etc.

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

WP5: Joint qualification curricula for acquisition of managerial and entrepreneurial skills by farmers at eco-farm SME

Module 2: Entrepreneurship dynamics

Author: EUFORA M.I.K.E.

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of contents

Co-funded by the Erasmus+ Programme of the European Union

Table of contents

Co-funded by the Erasmus+ Programme of the European Union

2.1 The market's environment

- Conceiving farmers as a homogeneous group is a mistake that hinders policy development
- There is a skills gap in the sector and we show that the skills that farmers need to develop with support from other niches include:
  - **Generic business and management skills** (Multi-tasking, Decision-making, Leadership, Motivation, Business Development Skills, Effective Communication)
  - **Marketing** (Finding the Best Distribution Channels, Financing an Enterprise, Market Research, Setting Prices, Product and Service Management, Promotional Channels)
  - **Financial and business planning skills** (ability to determine the most appropriate financing and investing activities for a company / setting a vision for a company and then realizing that vision through small, achievable goals)
  - **Other skills required: communication and collaboration**

Co-funded by the Erasmus+ Programme of the European Union

2.1 The market's environment

- 'The farmer or the farm?' We suggest that this is important because farmers are not always able to determine the future of their farms. The sector is so diverse in terms of geography, topography, location etc., that common (horizontal) solutions cannot be provided
- 'Constrained entrepreneurship': Farmers usually operate in a tightly constrained and regulated environment, which acts as a significant barrier to entrepreneurial activity

Co-funded by the Erasmus+ Programme of the European Union

2.2 Facts

- Many small business owners perceive themselves as entrepreneurs. Running a small business and being an entrepreneur is not the same thing.
- Entrepreneur: Individual who manages a business
  - with the intention of expanding that business and
  - with the leadership and
  - managerial capabilities

  for achieving their goals

Co-funded by the Erasmus+ Programme of the European Union

2.2 Facts

- The role of the farmer in Europe is changing, as farmers have to develop new skills to be competitive. In a word, they need to become more entrepreneurial.
- Many of the skills associated with running a successful business are not necessarily skills that the farmer has (should develop good management and technical skills to assist with the effective day-to-day management of a successful farm business)

Co-funded by the Erasmus+ Programme of the European Union

2.3 Critical success factors in entrepreneurship*

- **management and strategic planning** (common starting point for all farmers)
- knowledge of the ecosystem (agri-business / market) (see Module 1, 1.3)
- capable and professional staff
- understanding of the value chain perspective
- craftsmanship
- ability to learn and seek opportunity
- enterprising personal characteristics

*Lauweres (2002)

Co-funded by the Erasmus+ Programme of the European Union

2.4 Opportunity recognition and exploitation in entrepreneurship*

Entrepreneurial competences in five key areas of related competences, comprise:

- Opportunity recognition skills
- Relationship building
- Conceptual thinking and problem-solving skills
- Organising
- Strategic competences

*Man et al., (2002)

Co-funded by the Erasmus+ Programme of the European Union

2.5 Management Skills

- We use the term ‘management skills’ because in essence, the subject under investigation is the management skill of the farmer. Thus, management skills are the complete package of skills that a farmer would use in order to develop the farm business.
- The scope of management and strategic planning is based on a score of fourteen factors: objectives, purpose driven, business planning, sale increases, formulation of policy, information about management, time strategy, measuring of performances, social orientation, growth orientation, certificates, aims for certificates, financially conservative and concerns about the future.

Co-funded by the Erasmus+ Programme of the European Union

2.6 Strategic Planning: Diversification (1/2)

- We must consider the importance to farmers of business strategies such as farm diversification, pluriactivity and specialisation.
- Diversification can be defined as: ‘a strategically systemic planned movement away from core activities of the business, as a consequence of external pressures, in an effort to remain in market and grow the business’ (McElwee - 2004).
  This definition is not an attempt to exclude activities such as on-farm diversification but it does exclude off-farm work or employment.
  Any work undertaken which is not farm-related is not diversification.

Co-funded by the Erasmus+ Programme of the European Union

2.6 Strategic Planning: Diversification (2/2)

- Diversification is the leading strategy. However, it may well be the case that for some farmers, it is high specialisation, which may be the most appropriate strategy to ensure business success and survival of the farm business
- Crop management according to the market price of last year or according to market needs (market – reading)
- The faster producer sells products in best price
- Usage of online tools (e-marketing platforms, e-trading, ERP, logistics, fleet management, etc.)

Co-funded by the Erasmus+ Programme of the European Union

2.7 Types of farmers*

- **Economic entrepreneurs**: those who create significant economic change (https://unu.edu/publications/articles/are-entrepreneurial-societies-also-happier.html)
- **Socially responsible entrepreneurs**: those farmers who recognise that the financial success of the farm needs to balance with a social and environmental role (https://www.business.com/articles/social-entrepreneurs-that-are-changing-the-developing-world)
- **Cooperative entrepreneurship (**https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/Collecting-Ourselves_full-curriculum.pdf)
- **Growers**
  - **Traditional growers**: those farmers who are able to be successful by focusing on an activity which is 'guaranteed' to be successful
  - **New growers**: those farmers who diversify into new, but similar, areas of activity
- **Doubting entrepreneurs**: those farmers who are reluctant to embrace change (https://www.entrepreneur.com/article/295474)

*Lauwere et al (2002)

Co-funded by the Erasmus+ Programme of the European Union

2.8 Group entrepreneurship

2.8.1. Definition of group entrepreneurship and co-operative entrepreneurship

- The origin of the term entrepreneurship and entrepreneur must be searched for in the French word “entrepreneur”, which means intermediary or opportunity finder.
- The basic elements of the entrepreneurial process are: idea (innovation), beginning of the process, realization of intentions, growth.
- The factors that influence the entrepreneurial process are: personal characteristics, social characteristics and organizational characteristics.

Co-funded by the Erasmus+ Programme of the European Union

2.8.1. Definition of group entrepreneurship and co-operative entrepreneurship

- The development of entrepreneurship in a country is closely dependent on the so-called business environment. The more predictable and sustainable the business environment is, the more successful entrepreneurship will be.
- Economic, political, socio-cultural, technological, environmental and geographical conditions create or do not create a precondition for the development of entrepreneurship.
- Entrepreneurial activity is the independent activity of citizens or civil associations and their initiative, at their own risk and responsibility for profit.
- From a socio-psychological point of view, entrepreneurial activity is a means of realizing one's personality, of achieving independence, of striving for wealth and prestige.

Co-funded by the Erasmus+ Programme of the European Union

2.8.1. Definition of group entrepreneurship and co-operative entrepreneurship

- Depending on the place they occupy, the functions they perform, and the behaviour they have in an enterprise, the business entities are divided into sole proprietors, internal contractors, co-entrepreneurs, entrepreneurial associates and simply hired workers.
- Depending on the participants in the entrepreneurial process, entrepreneurship is individual or collective / group.

Co-funded by the Erasmus+ Programme of the European Union

2.8.2. Types of cooperative entrepreneurship

- Group entrepreneurship is carried out by a collective - two or more persons or organisations.
  - As a rule, group entrepreneurship is a concentration of capital and responsibility. Disadvantages can be cited as disagreements between participants, profit distribution among them. Cooperative Entrepreneurship (cooperative) is a democratic organisation of government.
  - The cooperative is managed by a General Assembly, which elects the Management Board and the Chairperson, as well as the Control Board. The elected bodies of the General Assembly manage between the reporting and election meetings. The General Meetings are attended by co-operative members and the Management Board, together with the Chair, are obliged to perform. (see also Module 3.5 Promoting group entrepreneurship)

Co-funded by the Erasmus+ Programme of the European Union

2.8.2. Types of cooperative entrepreneurship

- There are several types of cooperative entrepreneurship.

➢ According to the property owners and the goals set:

- ✓ Collective ownership and collective purpose
- ✓ Collective ownership and individual goals
- ✓ Individual property and individual goals
- ✓ Individual ownership and collective goals

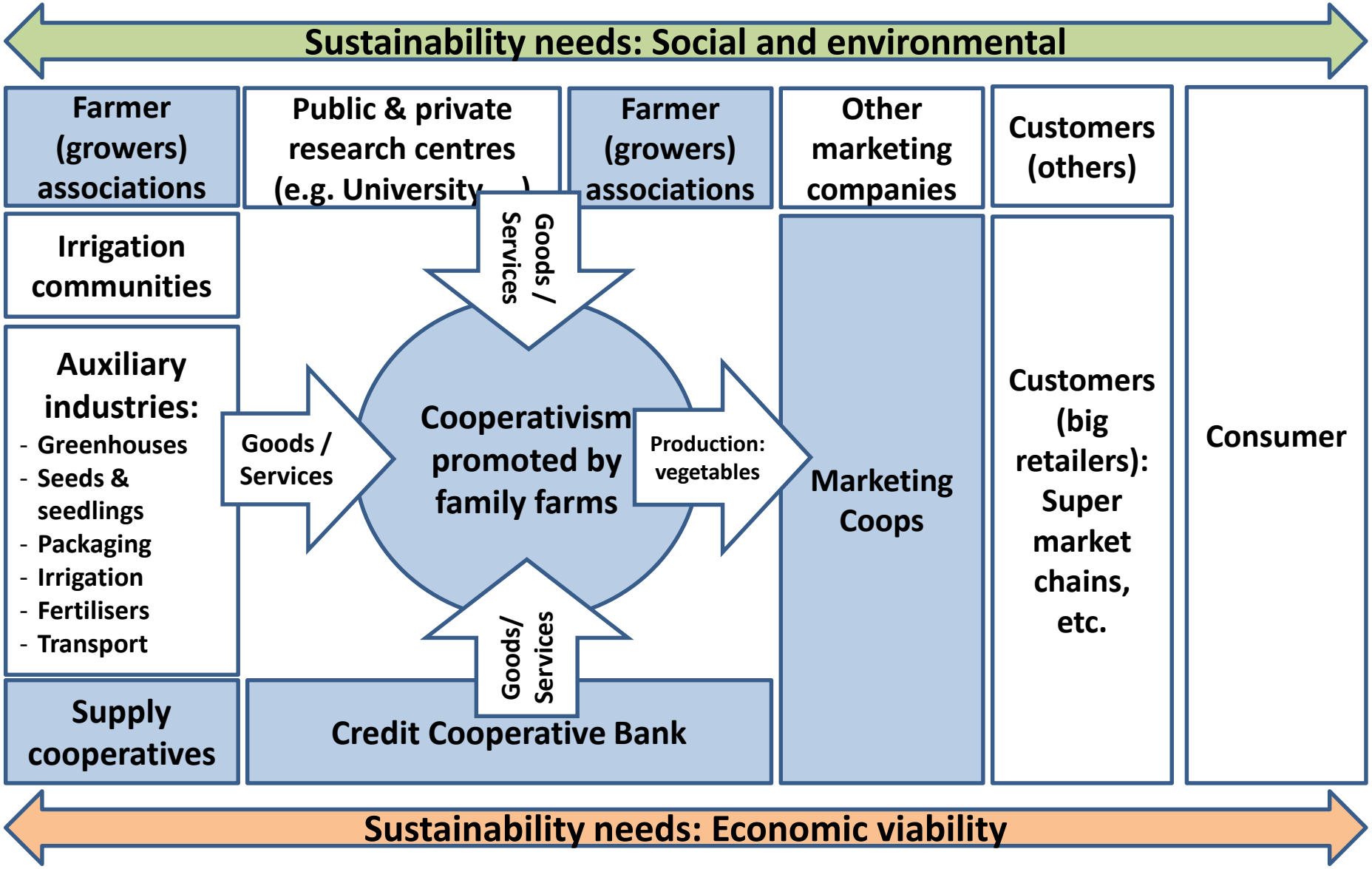
Co-funded by the Erasmus+ Programme of the European Union

2.8.2. Types of cooperative entrepreneurship

- According to the property:
  - ✓ Traditional cooperative
  - ✓ Private equity co-operation
  - ✓ Cooperation with other subsidiaries
  - ✓ Proportional Shares Co-operation
  - ✓ Cooperative Joint Stock Company
- Cooperation as a means of stimulating the entrepreneurial process in agriculture.
- The world agrarian cooperative science offers models of cooperation that stimulate the entrepreneurial process in agriculture.

Co-funded by the Erasmus+ Programme of the European Union

2.8.2. Types of cooperative entrepreneurship



Co-funded by the Erasmus+ Programme of the European Union

2.8.3. Main characteristics of a cooperative company

- Cooperation is a means of stimulating the entrepreneurial process in agriculture. It is a community that is democratically governed and a way of mutual assistance. Cooperation is a means of satisfying the individual interests of the entrepreneur. Entrepreneurs can choose partners, resources, market and production structure independently.
- The advantages of cooperation are: on the one hand, business is organised, i.e. economic role, on the other hand, improves the social, cultural and economic status of its members.

Co-funded by the Erasmus+ Programme of the European Union

2.8.3. Main characteristics of a cooperative company

- Cooperation has several functions:

a) economic functions that are associated with market success and economic success

b) Community-related social functions and individual realisation.

- The result of cooperation is an improvement in the standard of living.

Co-funded by the Erasmus+ Programme of the European Union

2.8.4. Legal environment

- In economic theory and business practice different classifications are made according to certain criteria and characteristics. The essential ones are related to the participants, the form of ownership, the industry, the size of the enterprise, the way of incorporation and more.

Co-funded by the Erasmus+ Programme of the European Union

2.8.4.1. Legal forms used

Depending on the form of ownership, the following differ:

- state
- private
- cooperative
- municipal or public enterprises and organisations
- private trader, individual
- limited liability companies Ltd.- is formed by two or more partners with capital formed by their company contributions.

Co-funded by the Erasmus+ Programme of the European Union

2.8.4.1. Legal forms used

The formation of limited liability companies is accomplished by signing a company agreement, which describes the rights and obligations of the partners and the main activity they will carry out.

- Joint Stock Company - for attracting and operating a large amount of capital. It limits the economic risk of participants in carrying out an activity.

Co-funded by the Erasmus+ Programme of the European Union

2.8.4.1. Legal forms used

The joint stock company is widespread in all market economy countries.

- Limited Liability Company - hybrid capital company. Affiliates may be natural or legal persons who, through mutual assistance and cooperation, carry on business activities to satisfy their economic, social and cultural interests.
- Public enterprises - state and municipal.

Co-funded by the Erasmus+ Programme of the European Union

2.8.4.2. Organisational forms

The organisational structure shows how farm management is organised. Traditional organisational form refers to linear, staff and functional.

- linear is such a management structure in which all management activities are performed by one person
- linear-headquarters structure which has autonomy
- functional structure, this type of organisational structure consists of specialists or functional units

Co-funded by the Erasmus+ Programme of the European Union

2.8.4.2. Organisational forms

The dynamics of external and internal factors are increasing, there are two types of adaptation to changing conditions:

1. By reorganisation.
2. Through flexible organisational forms.

Co-funded by the Erasmus+ Programme of the European Union

2.8.5 Examples of cooperatives

Examples of cooperatives (Greece):

- **LESEL** (https://www.facebook.com/Lesel-Ενωση-Αγροτικων-Συνεταιρισμων-Λεσβου-560990013958731 and www.lesel.gr): The Union of Agricultural Cooperatives of Lesvos is one of the largest companies in Lesvos (the third largest island in Greece). LESEL collects, grades and bottles all the olive oil produced by about 13,000 members (62 local olive mills)
- **Stipsi** OLIVE OIL PRODUCERS CO-OPERATIVE OF STYPSI IN LESVOS (https://www.stipsi.gr)
- **Chios Mastiha Gum Growers Association** (https://www.gummastic.gr/en/)

Co-funded by the Erasmus+ Programme of the European Union

2.8.5 Examples of cooperatives

Examples of cooperatives (Slovenia):

- **Example 1** : https://ekoci.si/tag/kooperativa-ekoci-coop-slovenija/
- This initiative and/or movement of the ECO Civil initiative of Slovenia to connect all municipalities of the lower Savinja Valley and other stakeholders interested in sustainable development and an active approach with which they want to create more jobs.
- **Example 2** http://lmc.si
- This cooperative is designed in accordance with the sustainable development strategy by working and linking economic activity with socio-social and ecological fields.
- **Example 3** http://socialnaekonomija.si
- Association Social Economy Slovenia is an umbrella organisation for the social economy in Slovenia, a generator of socio-economic change in Slovenia and an internationally recognized centre of excellence for the development and promotion of social entrepreneurship.

Co-funded by the Erasmus+ Programme of the European Union

2.8.5 Examples of cooperatives

Examples of cooperatives (Turkey):

- **Tire Dairy Cooperative** (https://www.tiresutkoop.org/): The first organic pasteurized milk processing unit in Turkey was established by this cooperative. The Cooperative was established in 1967, and nowadays has become Turkey's largest cooperative, with more than 2000 milk producing members.
- **Vakifli Village Cooperative** (https://www.vakiflikoy.com/): Vakifli Village Cooperative was founded in 2004. With the foundation of the Women Branch in 2005, the cooperative started to become more active. The Women Branch, which started with 5 female members, produces home-made jam, laurel soap, fruit juice, laurel oil, pomegranate syrup, sold in the garden of the church, in the tea house and in their small branch in Kurtulus, Istanbul. The Women Branch of Vakifli Village Cooperative which was found in order to provide solidarity in Turkey's only remaining Armenian village, has been shown as a «changemaker» by the Sabanci Foundation Turkey's Changemakers Program (http://www.sabancivakfi.org/en/social-change/vakifli-village-cooperative).
- **Ovacik Natural Cooperative** (https://www.ovacikdogal.com/): The cooperative was established by the Municipality of Ovacik, Tunceli Province in Turkey. Some of the products are honey, dairy products, dried fruits and legumes. The main objectives of this cooperative are to revive the collective consciousness, to ensure solidarity and to bring people together with healthy food by protecting nature and ecosystem.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

2.8.5 Examples of cooperatives

Examples of cooperatives (Bulgaria):

- **Example 1** (https://zemedelieto.bg/кооперация-зора-кнежа/): **“Zora Kneja cooperative”** - ZORA produces and sells agricultural products in Knezha, Pleven District. The cooperative also offers mechanized agricultural services. The main activities are focused on the processing and sale of agricultural products, production and sale of animal products, provision of agricultural services. The equipment of the material and technical base of the production cooperative includes agricultural equipment and machines of the company Massey Ferguson. Main production produced by Zora Knezha Cooperative, seeds for sowing, milk, cereals.

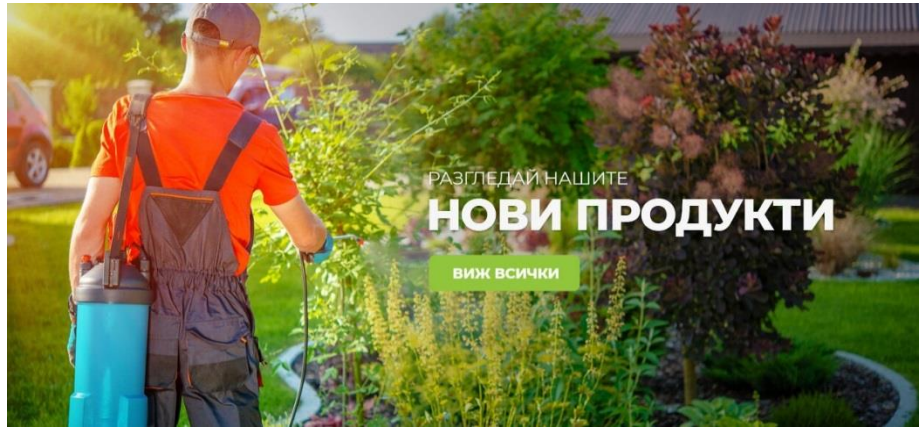


Co-funded by the Erasmus+ Programme of the European Union

2.8.5 Examples of cooperatives

Examples of cooperatives (Bulgaria):

- **Example 2** (https://amiti.org/page/za-nas): **Amitica** - Apart from commercial activity, they are also engaged in organic vegetable production. They produce and offer organic vegetable seeds. Their goal and professional mission is to bring to the market plant protection products that protect the population of honey bees and soil health, to inform farmers about innovations, new technologies in agriculture, as well as alternatives to harmful chemicals. In 2020, they are expanding their activities, assisting fruit growers in the design and creation of intensive orchards, development of technological maps and provision of high quality planting material.



2.8.5 Examples of cooperatives

Examples of cooperatives (Bulgaria):

- **Example 3** (https://zemedelieto.bg/10594/): Edinstvo Agricultural Cooperative is engaged in the production and trade of agricultural products in the village of Kostievo, Plovdiv region. The cooperative offers its customers services with agricultural machinery and equipment. Edinstvo is one of the most successful cooperatives in this region. Edinstvo Agricultural Cooperative is among the main producers of rice husk in the country and owns a rice field in the village of Kostievo. After 1990, ZK Edinstvo unites 400 cooperators and arable land on an area of 11500 decares



Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.1 Practical Guide for Agricultural Enterprises [Greece]

2.9 1.1 Professional Farmer - Register of Farmers and Rural Farms

- Starting an agri-business requires registering with the Register of Farmers and Rural Enterprises which is managed by OPEKEPE (the unique body in Greece responsible for the new Common Agricultural Policy (C.A.P.) aid schemes)
- Registration with the Register of Farmers and Rural Enterprises in Greece is compulsory for all adult physical persons as well as legal entities engaged in agricultural activity

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.1 Practical Guide for Agricultural Enterprises [Greece]

2.9.1.1 Professional Farmer - Register of Farmers and Rural Farms

- **Agricultural activity**, that is, any professional activity in at least one of the sectors of the agricultural economy, namely vegetable, animal or fishery production (marine fisheries, inland fisheries, sponges, shellfish and aquaculture) aimed at the production of agricultural products and the professional activity involved in managing a up to 100 kW renewable energy sources, up to 10-room of agri-tourism units and forest production, as well as for legal and natural persons holding a farm without having previously engaged in agricultural activity.

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.1 Practical Guide for Agricultural Enterprises [Greece]

2.9.1.2 Who has the right to register

- **Professional Farmer** - engaged at least 30% of his total annual working time and receives at least 35% of his annual income from this employment
- **Farm holder -** adult physical /legal person who is:
  - The owner, co-owner or owner of a farm
  - A tenant or landowner of the farm
  - Aquatic land tenant for aquaculture
- **Mixed agricultural holdings** (physical / legal persons who, in addition to the agricultural sector, are active in other sectors)

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.1 Practical Guide for Agricultural Enterprises [Greece]

2.9.1.2 Who has the right to register

- **New entrepreneurs**
  - the income criterion is not required
  - insurance with Agricultural Social Security Agency (OGA) for two (2) consecutive years after commencement of their agricultural activity, does not apply
  - provide solemn declaration of Law 1599/1986 (A '75) stating that they will be registered in the OGA registries and that they will, within six (6) months, submit to the OGA regarding their application for registration in the registries and the choice of insurance category, in accordance with the relevant provisions of the OGA. Upon completion of two (2) years, the new entrant is required to submit the relevant registration certificate in the main insurance branch of OGA.

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.1 Practical Guide for Agricultural Enterprises [Greece]

2.9.1.3 Explanations on who can be described as professional farmer

- **New entrepreneurs:**
- S/he should not conduct any permanent/dependent or non-permanent employment ((without Agricultural Social Security Agency (OGA) insurance).
- The producer concerned should therefore have discontinued any previous permanent or seasonal off-farm employment, proving it by the following, where appropriate, indicative supporting documents:
  - Tax Office certificate of work termination (copy validated by administrative authority)
  - Dismissal (certified by the Workforce Employment Agency - OAED)
  - Voluntary departure (certified again by OAED).
  - Certificate of termination of main employment by the social security institution concerned.
  - Termination of a fixed-term contract.
  - Unemployment card

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.1 Practical Guide for Agricultural Enterprises [Greece]

2.9.1.3 Explanations on who can be described as professional farmer

- **To be owner of a farm-** Ownership of the farm is demonstrated, where appropriate, by the following indicative supporting documents:
- Copy of Income Tax Return Statement (form E1) and the Income Tax Clearance document.
- Copy of Statement E9 of recent date.
- Starting a farming activity in the Tax Office, registering with the VAT Registry, etc.
- Land purchase contracts, legally transcribed either via purchase, or as parental benefit, inheritance acceptance, etc., containing permanent plantations (unless rented to third parties).
- Proof of lease of agricultural land containing permanent plantations.
- Purchase contracts of agricultural land, legally transcribed as originating from the purchase, parental benefit, inheritance, etc., or proof of the lease of agricultural land and documents for the purchase of seeds or nurseries or supplies or the sale of farm produce for one-year cultivation.
- Proof of possession of livestock or bees.
- Private contract for the purchase of livestock / beekeepers by another breeder / beekeeper, approved by the Public Authority.
- Proof of live donation of capital / bee-keepers, provided that parents made the concession.
- Livestock and beekeeping capital is privately owned and recorded in the records and books of the Ministry of Environment and Physical Planning of the Hellenic Republic

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.2 Practical Guide for Agricultural Enterprises [Bulgaria]

2.9.2.1 Professional Farmer - Register of Farmers and Rural Farms

- **Agricultural activity:**
- ***Agricultural producers*** – a natural person or legal entity who produce unprocessed and / or processed plant and / or animal products, intended for sale, registered in accordance with the Law for support of agricultural producers. The registration is carried out according to Ordinance № 3, dated 29.01.1999. The minimum standard production amount (SPA) of the agricultural producer should be not less than EUR 8,000.
- ***Farmer*** - a natural person or legal entity who carries out agricultural activity and whose agricultural enterprises is located on the territory of Bulgaria.
- ***Agricultural enterprises*** - all production units managed by the farmer and located on the territory of Bulgaria.
- ***Agricultural activity*** - production of agricultural products, including harvesting, dairy production, breeding and rearing of farm animals for agricultural purposes and / or maintaining the land in good agricultural and ecological condition.

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.2 Practical Guide for Agricultural Enterprises [Bulgaria]

2.9.2.2 Explanations on who can be described as professional farmer

The registration of a farmer in Bulgaria is a formal procedure, including submission of application form to Municipal Department of Agriculture within the Minister of Agriculture, Food and Forestry.

- 1. For **verification of the data** from the register, public officers from Municipal Department of Agriculture carry out an on-site inspection of the registered farmers, following the rules, defined by the Minister of Agriculture, Food and Forestry.
- 2. Each registered farmer is **obliged to submit information** to the respective Municipal Department of Agriculture within one month, regarding all changes in the data declared during the submission procedure.
- 3. **By 28 February each year**, the farmer must provide up-to-date information on his activities **through questionnaires**. Based on this information, the Municipal Department of Agriculture certifies the questionnaire and registration card of farmers. The registration is valid until February 28 of the next calendar year.

.

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.2 Practical Guide for Agricultural Enterprises [Bulgaria]

2.9.2.2 Professional Farmer - Register of Farmers and Rural Farms

- Describe how someone can be registered as a professional farmer to the farmers registry:

The registration of the persons as agricultural producer/farmer is legally regulated by:

- 1. Ordinance № 3 of 29.01.1999 for creation and maintenance of a register of the farmers and the occurred amendments and additions to it
- 2. Legal entities, land traders and natural persons, who have reached the age of 18, who manage agricultural land and / or carry out production of agricultural products are subject to registration.
- How is the Registry called:

Registry of agricultural producers / farmers in Republic of Bulgaria

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.2 Practical Guide for Agricultural Enterprises [Bulgaria]

2.9.2.2 Professional Farmer - Register of Farmers and Rural Farms

- Which are the conditions (income? Land size?):

1. Only registered for the respective year farmers can apply for financial support from the State Fund "Agriculture" under national programs and European funds in the field of agriculture and rural development.
2. Only registered farmers have the right to receive free advice from the National Agricultural Advisory Service and its regional offices.
3. Only registered farmers may sell their production on markets within the country without cash register machine.
4. Farmers who act only as agricultural producers/farms have the rights to preferential terms, regarding social security payments
5. The incomes of the agricultural producers / farmers - natural persons (incl. land traders, unprocessed plant and animal products producers: including beekeeping, sericulture, freshwater fish farming and greenhouse production) are not subject of taxation, but they are obliged to declare their revenue for each calendar year.

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.2 Practical Guide for Agricultural Enterprises [Bulgaria]

2.9.2.3 Who has the right to register

- **New entrepreneurs :**

Young entrepreneur in Agriculture

Young entrepreneur in Agriculture (natural person and / or land trader or single limited company) is the one who manage a farm for the first time and meet the following conditions:

- 1. To be aged from 18 to 40 years (without having reached them) as of the date of the application for assistance
- 2. Certified professional skills and knowledge: completed secondary education in agriculture or veterinary medicine or secondary economic education with an agricultural orientation and / or completed higher education in agriculture or veterinary medicine or higher economic education with agricultural orientation and / or certificate of completion of a course of at least 150 hours or certificate of professional qualification in the field of agriculture

Their enterprise meets the definition of setting up an enterprise as follows:

- not earlier than 14 months before the date of application they should be registered for the first time as agricultural producers/farmer under the Agricultural Producers Support Act

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.2 Practical Guide for Agricultural Enterprises [Bulgaria]

2.9.2.3 Who has the right to register

- not earlier than 14 months before the date of application, they have applied for a single area payment and / or for a disadvantaged area payment;
- not earlier than 14 months before the date of application, they should have started to keep animals in their own / rented livestock farm and / or to manage land for the production of agricultural and animal products;
- not earlier than 14 months before the date of application, they should have started to be insured as agricultural producers, except in cases where the agricultural producer is insured on another basis on the maximum insurance income for the country.

Small enterprises on young entrepreneur is defined as:

- The standard production value (SPV) of an enterprise is from 2,000 to 7,999 euros;
- The size of the used agricultural area (UAA) is up to 10 ha.
- The standard production value (SPV) is the value in euros that corresponds to the average value for a particular region for each agricultural product.

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.3 Practical Guide for Agricultural Enterprises in [Slovenia]

2.9.3.1 Professional Farmer - Register of Farmers and Rural Farms

Farm is a form of agricultural economy where the holder, members of the farm and employees are engaged in agricultural activity.

To obtain the status of professional farmer individual must meet at least one of condition as follows :

- is an owner, tenant or other user of agricultural land; cultivates land on his/her own or by help of others, is competent and professionally capable to cultivate the land and gets the significant earnings from agricultural/farming activity;
- Is family member of person from previous statement and performs the agricultural activity as only or main activity, and is suitably qualified for farming
- got the main earnings from farming in a past, but is not able to perform the farming activity any more (age, physical incapacity), if he/she arrange the further cultivation of agricultural land,
- Makes a statement at administration unit, that will cultivate the land by his/her own or with the help of others, will get the significant earnings from agricultural activity and fulfils the terms of qualifications on farming

Source:
http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO541
https://www.racunovodstvo.net/zakonodaja/zkme-1

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.3 Practical Guide for Agricultural Enterprises in [Slovenia]

2.9.3.1 Professional Farmer - Register of Farmers and Rural Farms

Forms of farming economy in Slovenia:

- Legal entity,
- Self-employed entrepreneur,
- A farm that is not legal entity or self-employed entrepreneur
- Farm economy – common pasture (shared among few farms)
- Farm economy – mountain.

Source: https://evem.gov.si/info/podpogoji/drugiPogoj/14597/prikaziDrugiPogoj/

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.3 Practical Guide for Agricultural Enterprises in [Slovenia]

2.9.3.1 Professional Farmer - Register of Farmers and Rural Farms

The status of farmer can obtain individual, who is or who will be engaged in agricultural activity, who is suitably qualified in the field of agriculture and who get the main/significant income from agriculutral activity, or can prove that he/she will get the main income from agricultural activity.

Register – The register of Farmers Economies and evidence of real use of land properties (link to the register https://www.gov.si/teme/register-kmetijskih-gospodarstev-in-evidenca-dejanske-rabe/

Registration ot the Register is based on application form (https://e-uprava.gov.si/podrocja/vloge/vloga.html?id=1616)

Individual, who wants to obtain a decision on the status of a farmer submits an application with evidence (https://www.kgzs.si/novica/kako-pridobiti-status-kmeta-2018-09-04):

- document on ownership, lease or other use of agricultural land,
- certificate of education (certificate or certificate, document on income from agricultural activity)
- and certificate of payment of administrative fee) on administrative unit in the area of which the majority of the agricultural land used is located.

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.3 Practical Guide for Agricultural Enterprises in [Slovenia]

2.9.3.2 Who has the right to register

Self employment procedures and registration procedures in agricultural field are the same for young farmers, person who wants to change professional career or unemployed person.

Farmers can self-employ through compulsory farmers insurance or voluntary farmers insurance. The form of legal subject can be self-employed entrepreneurs, limited liability company or just supplementary farmers activity.

Register conditions are the same as described in general registration procedure.

Conditions to obtain the financial support for young farmers are (https://evem.gov.si/info/razmisljam/nacini-opravljanja-dejavnosti/status-kmeta/):

- Is 18 to 40 years old at the day of submission
- Has professional knowledge and is properly qualified in the field of agriculture
- Establishes the farm for the first time.

Person, who belongs to vulnerable group of population can be employed in a farm according to the Act of employment, self employment and employment of foreigners (https://evem.gov.si/info/razmisljam/nacini-opravljanja-dejavnosti/status-kmeta/).

Employment of vulnerable groups co-financed is supported through different mechanisms (https://www.gov.si/teme/ranljive-skupine-na-trgu-dela/).

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.4 Practical Guide for Agricultural Enterprises [Turkey]

2.9.4.1 Professional Farmer - Register of Farmers and Rural Farms

- **Professional farmers:**
  - have to be registered in the Farmer Registration System according to the Farmer Registration System Regulation of the Ministry of Agriculture and Forestry (Official Gazette No 29012, 27/05/2014; Link to the Regulation: https://www.resmigazete.gov.tr/eskiler/2014/05/20140527-5.htm)
  - The required forms are in the attachment of the afore-mentioned link
  - For practical information about how to fill in the forms can be found in the following link: https://www.devletdestekli.com/cks-ciftci-kayit-sistemine-nasil-kayit-olunur/

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.4 Practical Guide for Agricultural Enterprises [Turkey]

2.9.4.2 Who has the right to register

- **Professional Farmer**
- **Farm holder -** adult physical /legal person who is:
  - Owner of an agricultural plot.
  - Tenant of an agricultural plot presenting rental contract.
  - Physical/legal person presenting letter of parental consent

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.4 Practical Guide for Agricultural Enterprises [Turkey]

2.9.4.3 Explanations on who can be described as **professional farmer**

- **Professional farmers in Turkey-** might be in 3 ways:
  - Landowners
  - Farmers renting agricultural plots
  - Farmers using the land of their first-degree relatives.
- Documents required for registration of professional farmers:
  - Farmer registration form
  - Proof of land ownership, rental contract or proof of land ownership of first-degree relatives (letter of parental consent).
  - Form C: stating the plot situation
  - Form B: statement for the crops cultivated; animal types and numbers present in the farm (This form has to be updated annually.)

  All these documents can be downloaded from the following link: https://www.resmigazete.gov.tr/eskiler/2014/05/20140527-5.htm
- Professional farmers have to update their registrations annually.

  (Link: https://www.turkiye.gov.tr/ciftci-bilgileri-sorgulama)

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.4 Practical Guide for Agricultural Enterprises [Turkey]

2.9.4.3 Explanations on who can be described as **young farmer**

- **Criteria for young farmers in Turkey**:
  - Being a citizen of the Republic of Turkey
  - Being literate
  - Being over the age of **18** and not completing the age of **41**
  - Not being involved in tradesmen and artisanship activities (Not being a taxpayer)
  - Not having Social Security
  - Being unemployed
  - Not having more than 50 bee hives (for supports to be given about beekeeping)
  - Not benefiting from the grants given under the Young Farmer Project before
  - Not benefiting from other grants granted by the Ministry of Agriculture and Forestry
  - The number of cattle should not exceed 15 and the number of sheep/goats should not exceed 50.
- Registration of young farmers is done from the following link at the website of Ministry of Agriculture and Forestry: https://gencciftci.tarim.gov.tr/Account/Login

Co-funded by the Erasmus+ Programme of the European Union

2.9 Establishment & Entry

2.9.4 Practical Guide for Agricultural Enterprises [Turkey]

2.9.4.2 Who has the right to register

- **New entrepreneurs**
  - The following criteria/documents are required:
    - Being older than 18
    - “Entrepreneurship Certificate” obtained by applying to the Applied Entrepreneurship Training Application.
    - Establishment of own business with own capital
    - Business plan project
    - Note: At least 10% more grants/loans are provided to young entrepreneurs under 30, women, veterans and relatives of martyrs.
  - Submissions are made to the Provincial Directorates of Small and Medium Industry Development and Support Administration (KOSGEB) (https://kosgeb.gov.tr/)
  - For practical information about the submission procedure: https://www.kosgebkredi.net/kosgeb-kredisi-nasil-alinir/

Co-funded by the Erasmus+ Programme of the European Union

2.10 Survival

- Survival mode is a “necessary evil” during tough financial times, businesses that maintain a fixed mindset for too long risk missing out on new revenue streams and losing market share
- Shifting into growth mode too soon can jeopardise everything the company worked to save

Co-funded by the Erasmus+ Programme of the European Union

2.10 Survival

Tips on when, how and why entrepreneurs should position themselves for the future by shifting from survival mode to growth mode

- Know Where You Stand: Survival mode means cutting costs, laying off employees, tightening profit margins and saving cash, in stark contrast to growth mode, during which a company reinvests profits, expands operations and brainstorms growth strategies with long-term payoffs
- Basic checklist to determine whether your company is stable enough to consider new growth initiatives:
  - Is the company at cash-flow break-even?
  - Can you tackle your growth initiatives with existing staff?
  - Does your company have existing cash or credit lines that can be used for growth?

Co-funded by the Erasmus+ Programme of the European Union

2.10 Survival

- **Focus on Human Resources**: When considering whether your company can tackle new projects with its existing staff, it's important to consider not only your employees' capabilities, but their collective mindset. Shifting into growth mode means breaking the fixed thinking and adopting a proactive attitude, which employees may not be up for.
- Depending on how long a company has been in that survival mode, you may have very good people who are very tired. It is important to have some honest conversations with existing staff members to find out if they have the potential to focus on new initiatives, or if they're tired and out interviewing someplace else.
- Many business leaders often either fail to notice that kind of company-wide exhaustion, or they ignore it or see it in a negative light rather than just accepting it and dealing with it.
- Simply by conducting one-2-one meetings with employees can help determine whether they're ready to embrace the cultural changes that come with growth initiatives.

Co-funded by the Erasmus+ Programme of the European Union

2.10 Survival

- **Know Why You're Surviving**: The recession is a good reason for any startup to end up in survival mode. But it's important to determine whether the economic environment is the sole source of trouble, and to address other possible issues, such as erratic management or uncontrolled growth, before turning to new projects.
- Entrepreneurs should engage their board members (or consultants / advisors) to help (honestly) assess their company's strengths and weaknesses, as their educated opinions can provide important reality checks.
- Management might be over-optimistic about its own ability to change the economic conditions of a company. Therefore, it would be positive for the management to have a team of people it can count on to serve as mentors and coaches.

Co-funded by the Erasmus+ Programme of the European Union

2.10 Survival

- **Plan for Transition**: This phase of transition can be compared to "transferring the patient from surgery to a stretcher" or to pausing at a traffic light when it's yellow, with the red light being survival mode and the green light being growth mode.
- Preparations could include connecting with staff members to make sure they're planning to stay with your company, talking to key customers about their anticipated needs in the coming months, conducting market research, or lining up new lines of credit.

Co-funded by the Erasmus+ Programme of the European Union

2.10 Survival

- **Mitigate Risk**: Whether a business is expanding internationally or pitching to new customers, moving out of survival mode and into growth mode can be a risky procedure.
- You have to ask yourself if you're ready to ride that new horse of pursuing a new venture and understand that there may be stumbles you may hit in the road.
- Entrepreneurs should think of backup plans to address possible risks and pursue strategies that allow their companies to remain intact.
- For example, by hiring consultants rather than full-time employees to fulfill staff needs, it may facilitate quicker growth and reduce risk. When you want to grow quickly, you want to be able to pull people in from the marketplace without taking on a lot more fixed costs.
- While new ventures can be risky, staying in survival mode indefinitely, focused on preserving the assets you have and you are afraid to commit to future plans, you're going to miss opportunities.
- Similarly, If you're in firefighting mode, and every day you're stepping back and saying, ‘I'm glad we solved that crisis,' you're never going to grow.

Co-funded by the Erasmus+ Programme of the European Union

2.11 Rapid/Firm growth

- **Leadership** and **management** practices are key factors in the sustainability of rapid growth and high performance in small- to-medium-size businesses (SMEs)
- Most SMEs are unable to sustain rapid growth
- Management practices that can aid SMEs in adapting to this growth provide the necessary infrastructure for SMEs when the formal structures and systems already established are unable to support the rapidly growing company:
  - business logic
  - capture and share information
  - build relationships
  - manage organizational politics
  - leadership style. Establishing a clear vision and being available for the employees—core concepts of business logic--allows CEOs to steer the direction of the company while still encouraging employees to be creative and share new ideas.

Co-funded by the Erasmus+ Programme of the European Union

2.11 Rapid/Firm growth

- **Venture growth is characterized by a series of lifecycle stages: Rapid growth is one of them**
  - Companies evolve through a predictable life cycle, but these stages are not always linear The time spent in each phase varies considerably among companies
  - Different success factors are associated with different stages of growth
  - Each of the various stages of the life cycle is preceded with a crisis. Survival and success depend on managing these crises
  - Businesses should focus on developing strategies in the relatively stable phases, so that they can cope with the challenges and turmoil of the transition phases

Co-funded by the Erasmus+ Programme of the European Union

2.11 3 Rapid/Firm growth

- **Rapidly growing Ventures face unique managerial challenges**
  - These challenges include:
    - instant size
    - A sense of reliability
    - Internal turmoil
    - Need of extraordinary resources to support growth
  - Effective responses include:
    - Introducing a clear sense of vision
    - Making organizational changes in advance of a crisis of performance
    - Holding on to past practices while getting bigger

Co-funded by the Erasmus+ Programme of the European Union

2.11 Rapid/Firm growth

- **Managing transitions in high-growth businesses is critical to success**
  - Growth produces increased managerial complexity
  - High-growth companies need to undertake organizational changes in order to cope with complexity. There is a variety of different approaches, but none should be suggested as the best to follow
  - There are common patterns while defining transitions in high-growth businesses. Each has different resource requirements. These resources must be developed ahead of time
  - High-growth companies can improve their ability to manage rapid growth, by reducing the cycle time between major growth transitions
  - Transitions cannot always be managed from the top. They can also occur through a self-organized process

Co-funded by the Erasmus+ Programme of the European Union

2.12 Maturity

Qualities of a Successful Agri-Food Company

- Every agri-food business, regardless of the market segment it is targeting, must have specific qualities or otherwise characteristics in order to be able to implement the “Project X” Business Development as well as the Business Model that has been decided to follow.
- In this context, the vision of each stakeholder (scientist, consultant, producer / processor) should be to provide an alternative and innovative approach to crop production and to produce identifiable products (local, regional, local), using environmentally friendly methods that will differentiate them from those of other countries.

Co-funded by the Erasmus+ Programme of the European Union

2.12 Maturity

- To make this possible, every agri-food business must support its operation:
  - the basic principles of biodiversity / environment protection
  - the basic principles of “business”
  - raising awareness / training of different target groups
- It is also essential that every business takes advantage of the current supply in many market segments associated with agricultural production and pushes demand to shift from hitherto 'conventional' products to:
  - products of local (eg Mediterranean for Greece) character.
  - products derived from certified plant material.
  - Traditional, safety-certified products, especially those that are biologically consumed by humans.

Co-funded by the Erasmus+ Programme of the European Union

2.12 Maturity

- To make this possible, every agri-food business must support its operation:
  - the basic principles of biodiversity / environment protection
  - the basic principles of a “business” and more specifically of an agribusiness
  - raising awareness of different target groups (eco/bio, traditional products, etc)
- It is also essential that every business takes advantage of the current supply in many market segments associated with agricultural production and pushes demand to shift from 'conventional' products to:
  - products of local (eg Mediterranean for Greece) character.
  - products derived from certified plant material.
  - Traditional, safety-certified products, especially those that are biologically consumed by humans.

Co-funded by the Erasmus+ Programme of the European Union

2.12 Maturity

- Some of the key qualities / characteristics of successful businesses are listed below:
  - Are projectised. All their operations are governed by (agricultural) Project Management principles and good practices to international standards and consider using the necessary technical risks / risks involved
  - Have a specific business model that they follow faithfully while at the same time being open to change and capable of managing it
  - Acquire Know how to manage their Ideas effectively

Co-funded by the Erasmus+ Programme of the European Union

2.12 Maturity

- Know the basics of “Idea Pitching” and convey their message correctly (knowledge acquired via Farming Business Plan creation)
- Are businesses that generate positive financial results through actions that protect biodiversity, use sustainable resources and share the benefits that are rightfully achieved
- Provide quality products and services without harming the environment, creating added value for customers, suppliers, the local community, employees and offering fair and permanent returns to shareholders
- Understand the eco-agri trends in demand and then determine the ways and areas in which to invest

Co-funded by the Erasmus+ Programme of the European Union

2.12 Maturity

- Listen to the agri/eco-agri market and respond to consumer needs
- Develop integrated communication plans ensuring a consistent and efficient flow of information to all stakeholders
- Use Information and Communication Technologies (ICT) as modern means to ensure effective implementation of their communication plan (internet, Skype, etc.)
- Invest in agri-product branding aiming at emotion, in the hearts of consumers by telling them their own unique story
- Develop and implement an effective viral-marketing and agri “s-commerce” marketing strategy
- Invest in the development and training of their human resources (farmers, staff, external specialised workers)
- Consider the development and / or improvement of control procedures (food safety, traceability, logistics) as important elements of their agribusiness

Co-funded by the Erasmus+ Programme of the European Union

2.12 Maturity

- Enter into contracts based on the quality and quantity of the product produced to ensure continuous agri-market supply
- Believe in the power of partnerships and agricultural networks at national and international level
- Develop consumer education and awareness programs
- Are socially responsible based on the concept of ecological intelligence
- Hear their intuition
- Know how to connect their dots with those of Nature and thus find their Vantage Angle

Co-funded by the Erasmus+ Programme of the European Union

2.13 Basic tips

- People playing a catalytic role in the agri-food sector (as in any other sector) should be the first to self-train in this mindset that is “new” and many consider it a utopia but internationally it is common practice here and there for many years.
- The logic of volunteering, so ... general and indefinite, without a plan of action based on "business" has never and will never work. Fragmented actions based on EU programs which, once completed, are forgotten or relied on by the actions of the people who find and cooperate occasionally only cause harm because in the end no one "wins". They are "lose-lose" situations.
- Finally, cooperation, the creation of horizontally structured networks, without competition and selfishness, is the first and foremost ingredient to achieve the change we want and which we are talking about so much.

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

WP5: Joint qualification curricula for acquisition of managerial and entrepreneurial skills by farmers at eco -farm SME

Level: Entrepreneurial and managerial challenges in eco-farming

Module: 3 Entrepreneurial and managerial challenges in eco-farming

Unit 1 Sustainable land management

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of content

Co-funded by the Erasmus+ Programme of the European Union

Table of content

Co-funded by the Erasmus+ Programme of the European Union

3.1.1 Introduction to sustainable land management

Agriculture is one of the most important industries in the world.

In recent years there has been an increase in the production of food, animal products due to new technologies, mechanization, increased productivity. These changes have had a positive effect, but with this came economic, social and environmental issues. There is a decline in the number of small farms, which is exacerbating the economic and social conditions in rural municipalities.
In connection with this trend, in recent years, attention has been paid and practices have been put in place to address these issues.

The idea of sustainable agriculture is gaining a lot of support from society and politicians.

According to the European Commission, 45% of European soils are at risk due to reduced levels of organic matter and progressive erosion. About 40% of agriculture is vulnerable to pollution, which threatens water resources. Agriculture in Europe generates 9% of greenhouse gas emissions.

Co-funded by the Erasmus+ Programme of the European Union

3.1.1 Introduction to sustainable land management

- Sustainable agriculture is based on three main goals - environmental protection, economic profitability and social support.
- Sustainability is based on the principle that agriculture must meet the needs at present, but not jeopardize future generations.
- Human resources are very important, which also include consideration of social responsibilities - the labour conditions, the health and safety of consumers, the needs of rural communities.
- Conservation of land and other natural resources involves maintaining them in good condition in the long term.

Co-funded by the Erasmus+ Programme of the European Union

3.1.1 Introduction to sustainable land management

Entrepreneurship in agriculture is an independent risky economic activity aimed at providing food to people. Entrepreneurs perform various functions related to land cultivation, compliance with environmental needs and norms, as well as increasing fertility. Several important areas distinguish the eco-farmer as an entrepreneur from others engaged in other activities:

- Land - Proper use of land largely determines the quality and quantity of the production. The types of soils, the microorganisms that inhabit it and maintaining balance in this bio-system.
- Geographical and climatic features. They determine the types of crops that are sown, the different productivity and quality. By applying scientific and technical means, the influence of external factors, some of which are climatic, can be reduced.
- Seasonality of production and use of human labour - seasonality, cannot be eliminated, as it is related to the period of development of organisms.
- Remoteness of the eco-farm from settlements - increases the cost of production due to the inclusion of transport costs.
- Use of equipment, buildings and other necessary equipment for production of eco-products. There is a need for constant investment in equipment, which further increases the cost of the obtained products. Given its distinctive characteristics, farming entrepreneurship affects the efficiency and number of jobs.

Co-funded by the Erasmus+ Programme of the European Union

3.1.1 Introduction to sustainable land management

Organic farming and animal husbandry is a production system that ensures and maintains good quality of soil, ecosystems and people, and is based on ecological processes, biodiversity and its adaptation to local conditions. It combines tradition, innovation, science in the interest of the environment and improves the quality of life. The main principles of organic farming and animal husbandry are:

- *Principle of health* - Organic farming must maintain and improve the quality of soil, plants, animals and people as a whole. This principle shows the unity and integrity of living systems. Organic farming produces high quality food products that help prevent disease in animals and humans.
- *Principle of ecology* - Organic farming must be based on the principles of ecological cycles and systems by maintaining them. The maintenance and management of such farms must be adapted to local conditions, environment, culture and scale. Organic agriculture must manage the balance through land use systems, the creation of suitable animal and plant habitats, the maintenance of genetic diversity, the economical use of resources and energy. All persons involved in this activity of production of ecological products must preserve the environment - landscape, climate, biodiversity, air and water.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

3.1.1 Introduction to sustainable land management

- *Principle of responsibility* - The management of the organic farm must be responsible, protecting the health and well-being of generations and the environment. To increase productivity, new technologies and innovations in science can be used, which will guarantee that this type of eco-production will be healthy and safe.

- *Principle of fairness* - The organic economy must be built on relationships that are consistent with the environment, the relationship between humans and animals. This principle is built on the basis of humanity in all its forms - in the relationship between farmers, consumers, attitudes towards animals and the norms for their breeding.

The Council of the European Commission in 2002 gave a formal definition of the term 'organic production', and in 2007, through Regulation 834, defined organic production.

Co-funded by the Erasmus+ Programme of the European Union

3.1.2 Types of economics structures and organizations in organic production

1. Agricultural eco farms

Agricultural eco-farms produce fruits and vegetables using methods and tools to obtain high quality and healthy products. This production excludes the use of synthetic agents or agro-chemicals that contaminate groundwater and soil. To improve and maintain soil fertility, natural fertilizer and plant waste are used. A very suitable way to maintain the quality of the soil is the implementation of a multi-year program of crop rotation and mulching. Farmers control plant diseases through mechanical treatment and the use of biological or natural means.

In an organic farm, it is important to plant suitable areas with shrubs to populate birds to kill harmful insects. Some ladybugs can eat up to 100 aphids a day. Pests and weeds are removed only mechanically or plant-based preparations are used.

It is necessary to sow plant varieties that are suitable for the given climate zone and soil type.

Co-funded by the Erasmus+ Programme of the European Union

3.1.2 Types of economics structures and organizations in organic production

2. Livestock organic farms

Livestock organic farms are related to the breeding of animals of different species, categories and breeds, using breeding methods close to the natural way of life. This reduces stress and ensures good health. The animals are of breeds adapted to local climatic conditions and resistant to diseases. When forming a herd of a certain species, they must come from organic farms. Advise: Maintenance of a High Level of Reproductive Performance in the herd requires up to 10% of adult Equidae and cattle to be held, up to 20% of adult pigs, sheeps, goats to be held. When changing the breed: up to 40% use of animals from non-organic farms is allowed.

Animal nutrition is extremely important. They must feed on organically produced feed. For the species that graze it is necessary to provide acres for grazing.

The feed must be own production or supplied by eco-farm growers. The minimum milk period for cattle and Equidae should be 3 months, for sheep and goats 45 days and for pigs 40 days.

It is absolutely forbidden to use antibiotics, Coccidiostats, hormones and other substances in the food that stimulate growth or productivity. Force-feeding, GMOs, milk replacers and milk powder are not allowed. The feeding of animals with a sufficient amount of quality feed must be in accordance with their species, age, physiological condition and their productive direction, in order to meet their needs and maintain them in good health. Regular walks and access to pastures are provided in order to strengthen the body's own defences.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

3.1.2 Types of economics structures and organizations in organic production

Breeding systems include livestock buildings, maintenance equipment and more. The buildings must provide the necessary zoo-hygienic conditions and ways of humane breeding. Tied breeding is prohibited, such as the rearing of calves in individual pens after 1 week, the rearing of small piglets on a platform or in cages, the individual rearing of sows, the cage rearing of birds. Ensuring that animals have access to an indoor yard or grazing is a must.

Reproduction on the farm is associated with several conditions - natural insemination is preferred and, in extreme cases, artificial insemination, embryo transplantation is prohibited. Trimming of tails, teeth in piglets, dehorning is not performed. Sedatives, antibiotics, Coccidiostats, sulphonamides are not used during transportation. In case of animal disease, a veterinarian conducts the treatment and enters in a diary everything related to the administered drugs, duration of treatment and withdrawal period. It is forbidden to use:

- veterinary medicinal products to stimulate growth and productivity, including nutritional antibiotics, coccidiostats and other chemically synthesized growth stimulants;
- hormones or hormone-like preparations for the control of reproduction or for other purposes, including the introduction and synchronization of estrus.

Maintaining good animal health is determined by prevention on the farm. To this end, appropriate breeds of animals resistant to disease, avoidance of overcrowding in stables and related health problems must be kept. Sick animals are quarantined in isolation rooms equipped with dry and comfortable bedding. Qualified veterinary care is provided and a detailed diary of the treatment is kept.

Co-funded by the Erasmus+ Programme of the European Union

3.1.3 Land management

Land is a long-lasting asset with a spatial limitation, immobile, and non-renewable and has a humus layer. Its most important feature is its irreplaceability and is a major factor in the agricultural sector.

Co-funded by the
Erasmus+ Programme
of the European Union

3.1.3.1. Acquisition of land

An interpretative communication from the Commission on the acquisition of agricultural land and European Union law in the Official Journal of the European Union of 18.10.2017 provides a detailed description of the acquisition of land. The legislation aims to preserve the agricultural nature of the assets, the proper cultivation of the land, the viability of existing farms and the guarantees for speculative land transactions.

Acquisition of land is related to conditions such as: efficient use for agricultural purposes, maintenance in good condition, dealing with its fragmentation

Co-funded by the Erasmus+ Programme of the European Union

3.1.3.1. Acquisition of land

Other conditions include requirements related to: the acquirer of agricultural land to cultivate it himself, to have a qualification in the field of agriculture and to have resided or developed an economic activity in a given country. It is necessary to preserve the traditional way of managing agricultural land. The distribution of land ownership allows the development of viable farms and the maintenance of the population in rural areas. Each country applies its national rules regarding acquisition of land and they are related with preserving the land wealth.

Co-funded by the Erasmus+ Programme of the European Union

3.1.3.2. Land distribution

Agricultural land is concentrated in the hands of a large number of owners. The rules of the market economy have led to an increase in use, despite the fragmented number of agricultural properties. Nearly 80% of the land is in the hands of the smallest landowners. Low-income owners are either unable to sell their land due to co-ownership with others or unable to cultivate it.

Co-funded by the Erasmus+ Programme of the European Union

3.1.3.3. Land registration

The registration of the land is a subject to registration in National cadastre (a register of land properties in a country).

TURKEY

Law of Soil Conservation and Land Use (Legal Gazette: 19.7.2005/25880, No: 5403)
https://mevzuat.gov.tr/mevzuat?MevzuatNo=5403&MevzuatTur=1&MevzuatTertip=5

Regulations in relation to Conservation and Use of Agricultural Land and Land Consolidation are annually updated at the website of Ministry of Agriculture and Forestry (https://www.tarimorman.gov.tr/).

Co-funded by the Erasmus+ Programme of the European Union

3.1.3.3. Land registration

GREECE

In Greece operates the National Land Registry (https://www.ktimatologio.gr/), which is a unified and constantly updated information system that records legal, technical and other additional information on real estate and rights on them, with the responsibility and guarantee of the State.

Its purpose is to create a modern, fully automated immovable property file, all of which have evidence, ensuring the greatest possible publicity and security of transactions.

The National Land Registry:

- Records on the basis of the property all the actions that create or change rights to real estate.
- Guarantees the legal information it records, as the registration of each transaction is done only after a substantial legality check.
- Records the geographical description (shape, position and size) of the property.
- Reveals and systematically records public real estate
- Records the usage rights which, especially in the periphery, is perhaps the most common way of acquiring ownership due to the informal nature of the transfers

Co-funded by the Erasmus+ Programme of the European Union

3.1.3.3. Land registration

SLOVENIA

Access to geodetic data

https://www.e-prostor.gov.si/access-to-geodetic-data/ordering-data/

Property Valuation Portal

https://www.mvn.e-prostor.gov.si

Co-funded by the Erasmus+ Programme of the European Union

3.1.3.3. Land registration

BULGARIA

https://portal.registryagency.bg/: It includes images of properties with their boundaries, holders of property rights, grounds for ownership or other real rights. It may reflect the location and other characteristics of the property, such as price, tax information.

Co-funded by the Erasmus+ Programme of the European Union

3.1.3.4. Land use planning

Land use planning is the systematic assessment of land, water resources, land use alternatives and social economic conditions in order to determine the most appropriate conditions for use. It is planned to be held at different levels - nationally, regionally, on individual farms. Sustainable use of land resources requires coordination of the set goals at different levels. The planning envisages:

- collects basic source information - geographical location, soil resource, climate, relief, infrastructure, forms of ownership and land use;
- the period to which the plan refers is determined;
- a plan for transformation of the types of land is drawn up, the size of the areas used for sowing and crop rotation is planned;
- fertilization measures are determined;
- the financial means and the sources of financing of these events are determined;
- measures are developed for land protection and ecological protection of production;

Co-funded by the Erasmus+ Programme of the European Union

3.1.4 Strategic Business plan of the organization

Farm management is a decision-making process on how to allocate rare resources among a number of products in order to maximally meet the needs of the farming family.

Farm management should be understood as ensuring the efficient use of the available but rare resources - land, labour, capital to achieve the objectives.

Co-funded by the Erasmus+ Programme of the European Union

3.1.4 Strategic Business plan of the organization

Construction of the agricultural production - Structuring refers to the creation and maintenance of an optimal ratio between the elements in a system in order to ensure its normal functioning.

The structuring of the farm ensures:

a) A detailed characterization of the dependence and subordination between the functions and tasks of individual members of the organization.

b) Accurate division of roles and responsibilities between jobs and levels of management.

c) Allocation of personnel, production factors and others to achieve the planned goals.

Co-funded by the Erasmus+ Programme of the European Union

3.1.4 Strategic Business plan of the organization

Structures in the farm:

a) Organizational structure - through which the arrangement and establishment of links and interactions between the elements constituting the agricultural holding are carried out. The basic elements are the various units that make it up, departments, crews, machines, personnel, land and more.

b) Production structure - expresses the quantitative proportions between the different production of the holding.

It characterizes the specialization of farms with a higher relative share of income.

Co-funded by the Erasmus+ Programme of the European Union

3.1.4 Strategic Business plan of the organization

A farm that produces meat, milk (cow), grain can be defined as a beef-grain type.

Farming can be classified into:

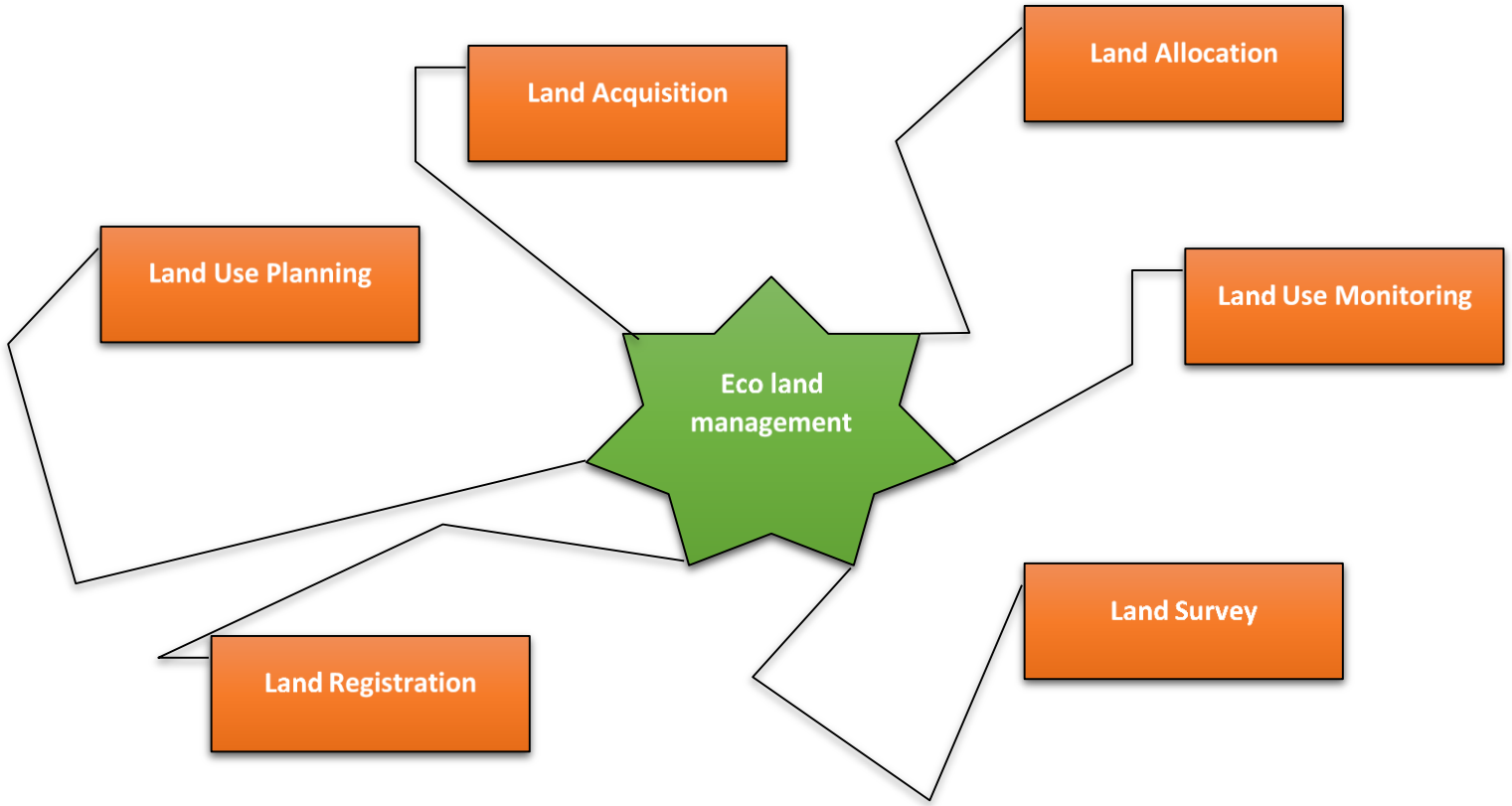
- Narrow specialized, where the relative share of one production is more than 50% of the total revenue
- A holding with no clear specialization where several productions have approximately the same relative share of revenue
- Management structure that characterizes the rights, powers, responsibilities of each workplace and level of management

There is a direct and immediate connection between the three structures.

In every organizational form - family farm to informal farms, there are specific managerial problems due to specific organizational behaviours of the system.

Co-funded by the Erasmus+ Programme of the European Union

3.1.4 Strategic Business plan of the organization



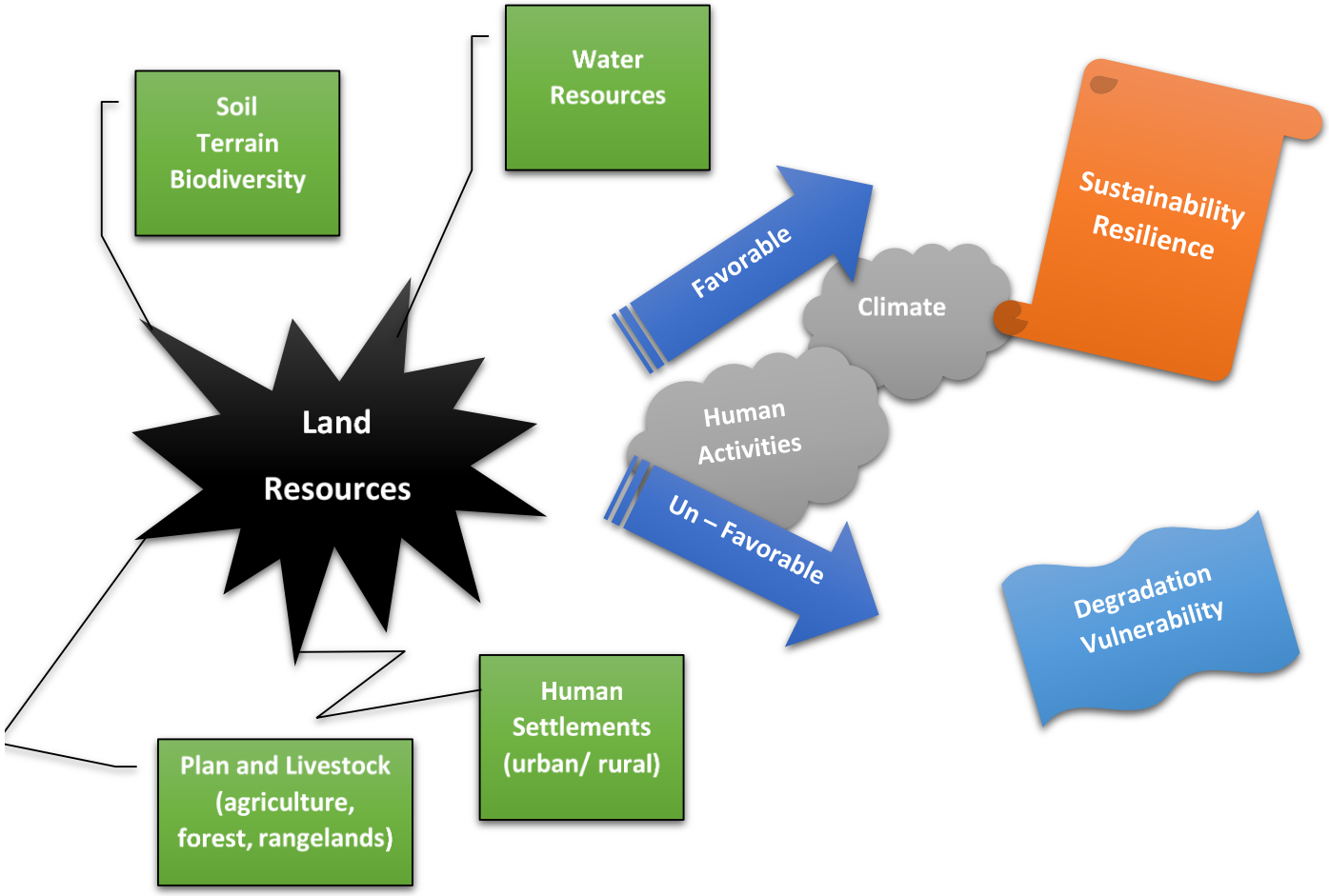
Co-funded by the Erasmus+ Programme of the European Union

3.1.5 Ecological aspects of SLM

- Sustainable land management (SLM) aims at using slowly renewable land resources - soil, water, plants, animals for production of raw materials, products.
- Land management is a balance between agricultural production and environmental protection.
- The two main aspects of sustainable land management are limiting global land degradation and reducing poverty.
- Land degradation in its various forms is a major and ongoing problem. This process is linked to poverty and migration, both of which complement each other. Soil degradation caused by human activity also contributes to climate change.
- Anthropogenic impact leads to disruption of ecosystems' functions.

Co-funded by the Erasmus+ Programme of the European Union

3.1.5 Ecological aspects of SLM



Co-funded by the
Erasmus+ Programme
of the European Union

3.1.5.1 Water Quality Management

- Implementation of agricultural measures affecting water basins and water sources, in order to minimize nutrient contamination, agrochemical products, pathogens, etc.
- It is necessary to create buffer zones located near flowing waters where no fertilizers are applied and no pesticides are used.
- Planting trees and wild grasses will create biodiversity.
- Creating artificial wetlands in strategic places to deter water runoff.
- Another important measure for controlling water quality includes coordination between farms that take into account the signs of erosion, soil type and hydrological link with the water bodies.

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.1 Water Quality Management

Drinking water supplies are declining in many areas, so water recycling solutions must be envisaged.

They can be used to irrigate crops, which will have great benefits for the environment.

The difficulties stem from the lack of recycling facilities.

- Rainwater collection system - rainwater collection from the roofs of houses, cemented playgrounds, paths that overflow during rain, through pipes and storage space can be stored. Subsequently, this water can be used for irrigation purposes. As an example we can point out: a house with 150 m^2 roof area could collect about 15000 litres of water per year.
- System for recycling 85% of the water used for domestic needs. It can purify and disinfect with ultraviolet rays the water from the shower, bathroom, dishwasher and washing machine. It would reduce harmful emissions and reduce energy consumption.

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.2 Soil quality management and resulting biodiversity Management

Soil

- Soil quality management is applicable to arable and horticultural farms to reduce soil risk.
- Soil protection is aimed at maintaining soil's quality and function:
  - Preparation of a report on signs of erosion
  - Mapping of different types of soils on the holding
  - Regular inspection of soil nutrient stocks.
- Preserving and improving organic soil improvers are important for its quality structure.
- Organic substances can be introduced by spreading manure, compost, sowing beans, peas and more.

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.2 Soil quality management and resulting biodiversity Management

Biodiversity

- Biodiversity management includes measures related to the conservation of natural habitats and biodiversity in an area.
- Creating "biological corridors" that connect areas of great biodiversity, around and between farms.
- No cultivation of low quality land and restoration of natural habitats.
- Protecting wildlife habitats by reducing the use of these areas for agricultural purposes.
- Reducing grasslands and protecting nesting habitats for birds inhabiting arable land.

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.3 Effective energy and water consumption

- All economic sectors use water. The largest consumer is agriculture, which accounts for about 40% of the total annual amount used in Europe. Despite efficiency gains in the sector, agriculture will also contribute to water scarcity in the coming years. About 9% of all agricultural land is irrigated. Despite the small percentage of irrigated land, forecasts indicate that water consumption will increase as a result of climate change.
- Large quantities of water are used in energy production. It is used for cooling of nuclear power plants, for the mining industry.

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.4 Waste Management

The European Union's waste management policy aims to reduce their impact on the environment and human health, and to promote the efficient use of resources. In the long run, the tendency is to minimize the use of additional natural resources and to recycle waste.

EXAMPLES:

- SOLID WASTE: https://www.youtube.com/watch?v=9KMMwHjJ9R8
- LIQUID WASTE: https://www.youtube.com/watch?v=pUDJfpEOzMk

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.4 Waste Management

- The use of internal waste management practices includes:
  - Anaerobic digestion or composting- Composting is the decomposition of organic materials through an aerobic and anaerobic biological process that results in compost (biofertilizer). The decomposition of organic materials is done with the help of microorganisms. They perform these processes as it is necessary to maintain their vital functions.
  - The carbon-nitrogen ratio is observed in order for the process to proceed qualitatively

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.4 Waste Management

- Humidity - optimal humidity should be 35-40%. At low humidity levels, their microbial activity slows down. High humidity can lead to anaerobic processes that cause unpleasant odours
- Oxygen - Aerobic digestion, in which microorganisms have access to enough oxygen to meet their needs, is the preferred method of composting.

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.4 Waste Management

Depending on the composting method, the following methods can be used:

- piles or furrows that overturn during composting to have sufficient aeration
- composting with worms (vermicomposting) - use of different types of worms, example: Red California Worm

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.5 Manure management

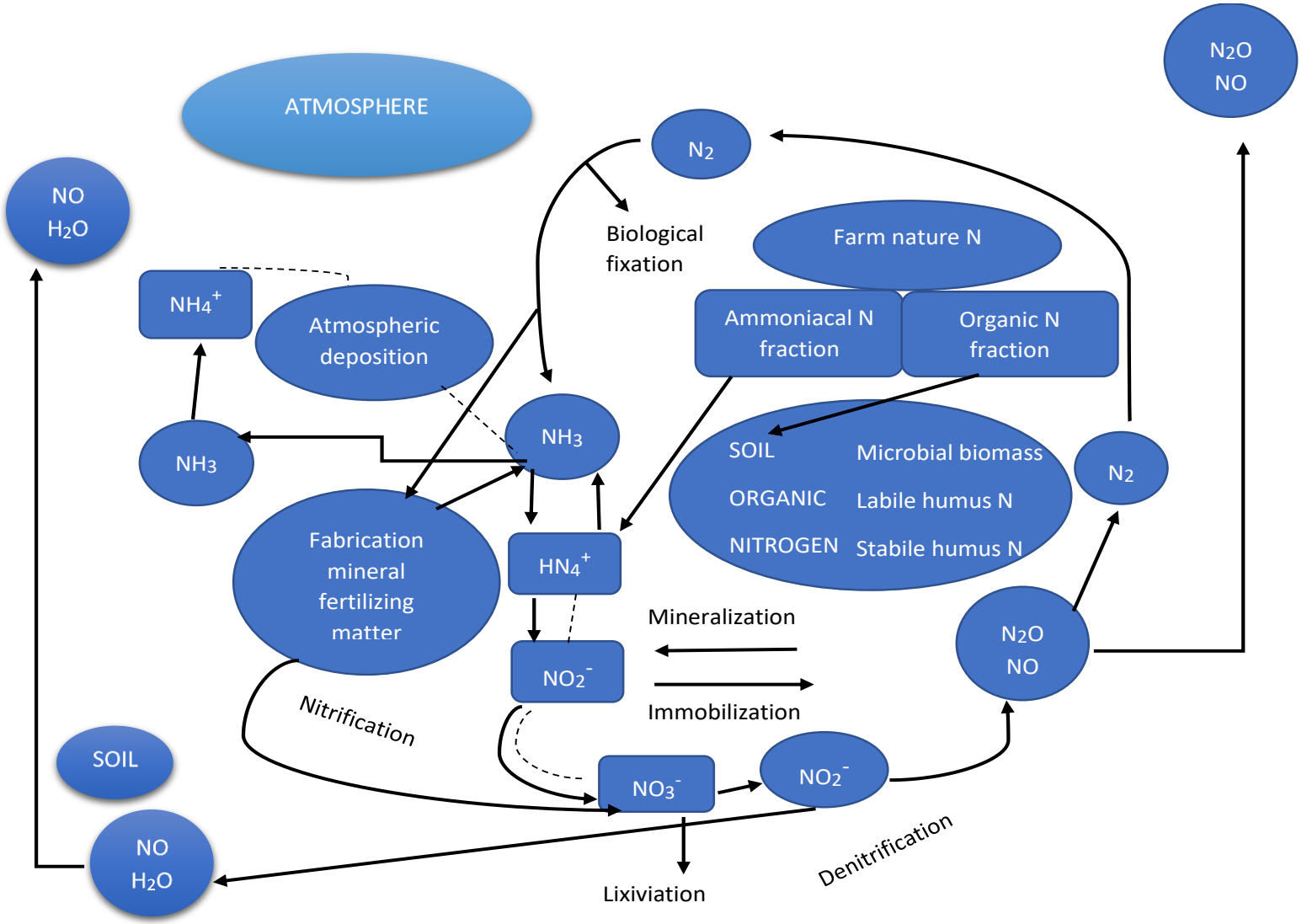
Best practices for manure management are:

- designing efficient cleaning and collection systems at the animal breeding premises
- keeping all areas inside and outside the animal breeding areas clean and dry
- rapid elimination of excrement and separation of faeces from the urine.
- use of anaerobic digestion by a biogas plant.

Example: https://www.youtube.com/watch?v=OrMIexTBNcE

Co-funded by the Erasmus+ Programme of the European Union

3.1.5.6 Manure management



Co-funded by the
Erasmus+ Programme
of the European Union

3.1.6 Quality management

- 3.1.6.1 Soil cultivation
- 3.1.6.2 Sowing circle
- 3.1.6.3 Management of lawns and pastures

Co-funded by the
Erasmus+ Programme
of the European Union

3.1.6.1 Soil cultivation

- Soil is a major resource on which all the processes of cultivation of crops such as fertilization, nutrition, sowing, irrigation, plant protection and harvesting are applied.
- The main purpose of cultivation is to ensure the preservation of soil's structure, to increase soil fertility in order to obtain higher and better yields.
- Soil cultivation is a process of loosening, mixing, saturating the soil with nutrients and destroying weeds.
- Nutrient balancing is necessary for the soil to ensure that it is satisfied with minimal amounts of fertilizers.
- A number of measures are implemented to maintain the soil: soil pH, N, K, P levels are monitored. Nutrient absorption efficiency is investigated. Fertilizers with less environmental impact are selected.

Co-funded by the Erasmus+ Programme of the European Union

3.1.6.2 Sowing circle

- The crop rotation is one of the measures for soil protection.
- Basic principles for this are designed on crop rotation schemes in order to protect soil fertility. Crops are specifically selected to enrich the soil with nitrogen.
- Measures that preserve fertility:
  - creating temporary grasslands that reduce erosion in arable land;
  - alternation of winter and spring crops;
- Through crop rotation, security is provided to avoid the spread of pathogens and pests and reduce the risk of erosion.

Co-funded by the Erasmus+ Programme of the European Union

3.1.6.2 Sowing circle

Crop rotation is necessary for three main reasons:

- Reduces the appearance of weeds and the soil contains less pathogenic microorganisms and pests;
- With proper crop rotation, the optimal structure of the upper soil layer in which the plants are grown is preserved;
- The land is not depleted, but enriched with the necessary nutrients;

Co-funded by the Erasmus+ Programme of the European Union

3.1.6.2 Sowing circle

Plant culture	Friends with ...	Enmity with ...
eggplant	peas, beans, potatoes	
peas	eggplants, radishes, potatoes, corn, carrots, cucumbers, turnips, beans	onion, tomato, dill, garlic
cabbage	potatoes, onions, lettuce, beets, celery, dill	strawberries, beans, tomatoes, dill
potatoes	peas, eggplant, cabbage, corn, onion, nasturtium, parsley, radish, lettuce, beets, dill, beans, horseradish, garlic	cucumbers, celery, tomatoes, dill
carrots	peas, onions, tomatoes	dill
cucumbers	peas, cabbage, lettuce, dill, beans	potatoes, pepper, tomato, dill
tomatoes	green crops, cabbage, lettuce, gooseberries, onions, asparagus, beans	potatoes, cucumbers, dill, pepper,

Co-funded by the Erasmus+ Programme of the European Union

3.1.6.2 Sowing circle

Related crops with common needs:

- peas, beans, green beans, chin, chickpeas (legumes);
- potatoes, tomatoes, eggplants, peppers (family vegetables);
- radishes, turnips, rutabaga, radishes, cabbage, watercress, horseradish, mustard leaves, rape (flower family with a coloured flower);
- carrots, dill, celery, parsley, parsnips, cumin, coriander, anise (cinnamon family);
- beets, blackberries, spinach (marine family);
- cucumbers, melons, pumpkins, squash, pumpkin (pumpkin family);
- sorrel, rhubarb (buckwheat family);
- basil, mint, balm, oregano, thyme (Yasnotkov family);
- lettuce leaves, lettuce, ester gon (family Asteraceae);
- onion, garlic (lily family).

Co-funded by the Erasmus+ Programme of the European Union

3.1.6.2 Sowing circle

Recommendations for alternative crops:

1. The cultivation of crops which require early planting (shortly after crops harvesting) is not recommended. For example - carrots, parsley, cabbage and some other crops are in the ground until stable frosts.
2. Do not plant crops of the same species and family one after the other in the same place!
3. It is best for plants from groups that are unfavourable to each other to return to the former "place of residence" for 3-4 years. The main crop can return to the previous bed earlier, if then sown grains (wheat, rye, oats) or green manure.
4. It is useful to alternate crops with deep and shallow roots, after which the former can get their food from deeper soil horizons
5. To change the plants according to their ability to resist weeds.
6. It is recommended to divide the place into two halves, so that in one half to grow vegetables that grow well after spreading manure, and in the second - crops that do not tolerate manure.
7. Include legumes in crop rotation, as they enrich the soil with nitrogen. They are good forerunners of almost every culture.

Example: last year we grew pumpkins in a garden, this year in the same garden: tomatoes. After harvesting the tomatoes, in their place - lettuce, parsley, dill.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

3.1.6.2 Sowing circle

Example:

- Year 1
  - Sector number 1. Potatoes, vegetables, poorly tolerated frosts (tomatoes, cucumbers, zucchini, etc.);
  - Sector Number 2. Vegetable roots (carrots, beets, etc.);
  - Sector number 3. Cruciferous (cabbage, lettuce, etc.);
  - Sector Number 4. Onions, garlic, legumes (peas, beans, etc.).

- Year 2
  - Sector number 1. Onions, garlic, legumes;
  - Sector Number 2. Potatoes, vegetables, bad cold;
  - Sector number 3. Vegetable roots;
  - Sector Number 4. Cruciferous.

Co-funded by the Erasmus+ Programme of the European Union

3.1.6.2 Sowing circle

- Year 3
  - Sector number 1. Cruciferous;
  - Sector Number 2. Onions, garlic, legumes;
  - Sector number 3. Potatoes, vegetables, poorly tolerated frosts;
  - Sector Number 4. Vegetable roots.

- Year 4
  - Sector number 1. Vegetable roots;
  - Sector Number 2. Cruciferous;
  - Sector Number 3. Onions, garlic, legumes;
  - Sector Number 4. Potatoes, vegetables, poorly tolerated frosts.

Co-funded by the Erasmus+ Programme of the European Union

3.1.6.3 Management of lawns and pastures

Grassland management concerns livestock farms, maximizing the rate of growth and quality of the pasture, as well as its use by livestock.

This encourages the digestibility and the higher nutritional value of coarse feed. They, in turn, help reduce methane and ammonia emissions.

In order to ensure high quality of grass feed, the following shall be observed:

- synchronizing the density of animals with the growth of grass.
- application of rotary grazing or strip grazing, depending on the type of the establishment.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7 Livestock breeding

3.1.7.1 Type of breeds according to national conditions

Suitable livestock breeds or their offspring are selected according to the type of holding to be adapted to the local conditions.

Meat breeds have a great ability to convert low-quality coarse feed into meat-and-milk products. They are adapted to the climatic characteristics of the geographical area where they are grown. Meat breeds as well as primitive ones build immunity against many infectious and parasitic diseases.

The traditional breeds for an area are an important biodiversity heritage, as well as a unique genetic resource.

Meat, rare and traditional breeds are of greater importance for extensively managed livestock holdings where biodiversity protection and environmental protection can be prioritized.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.1 Type of breeds according to national conditions

Animal breeds bred in Europe, suitable for organic farms.

Bulgaria:

- Rhodope shorthorn - the breeding area covers all settlements in the Rhodope mountain region, characterized by heavily rugged mountainous terrain. Vegetation in this area is scarce, pastures are poor, which is why the feeding of Rhodope cattle is very limited. During the grazing period the cattle do not receive additional fodder, and in the winter they are fed with hay . That is why the Rhodope cattle is the smallest breed not only in our country but also in Europe. The average height at the withers of the cows are 90-110 cm, and the mass varies from 180 to 250 kg. Under good feeding conditions, cows reach 300-350 kg and bulls - 400-500 kg. The average milk yield of cows in the breeding area is 600-1000 kg.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.1 Type of breeds according to national conditions

Bulgarian Iskar grey cattle

- An old and primitive local breed, which served as the basis for the creation of all our breeds until 1981. The colour is grey with all shades. The Iskar cattle are small, as the height at the withers of the cows is 120-125 cm. The live weight of the cows is 420-460 kg, and of the bulls 600-700 kg. Calves are born 22-23 kg. The average milk yield is low - 1800-2000 kg. with a fat content of 4.2-4.5%. Has poor fattening ability. At 12, 18 and 24 months it reaches 280, 420 and 480 kg, respectively.
- The slaughter yield is 52-55%. The meat is high in fat and is suitable for the production of sausages. It is grown as a gene pool.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.1 Type of breeds according to national conditions

The Karakachan sheep is the fruit of the folk selection of shepherds. This is one of the most ancient breeds. Representatives of the Karakachan sheep breed can be seen in mountain and semi-mountain villages of Bulgaria. It has adaptability to climatic conditions and is resistant to diseases.

The sheep are mostly black in colour, but there are also white. The wool yield from sheep is 1,1 – 1,3 kg, and from rams is 1,5 kg

The Karakachan sheep is a small, ground sheep, with a strong bone system and hard hooves. The live weight of the sheep is 25 - 35 kg, and rams 35 - 55 kg. Male animals have long, healthy, spirally curled horns. The milk yield is not high - from 40 to 55 litres during the lactation period. Fertility is also not. The lambs have a low live weight.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.1 Type of breeds according to national conditions

Greece:

- The **Greek Shorthorn** (cattle), is a rare breed of cattle under extensive husbandry condition in mountain areas of the northwest regions of Greece. Their height is typically between 0.97 and 1.14 meters. They have small heads with short and thin horns. The body weight of the males is roughly 300 kilograms (661 pounds). The average body weight of the females is around 200 kg (441 pounds)
- The **Chios sheep**. is a breed of domestic sheep, classified as a semi-fat tailed breed. The Chios sheep are bred mainly for their milk production. This breed typically has black spots on the ears, nose, belly, legs and around the eyes. Brown spots have been observed also. Mature ewes weigh 48 to 70 kg and mature rams weigh 66 to 91 kg. Both sexes are horned; however, ewes can also be polled (hornless). Horns of the rams have a large spiral. If ewes have horns, they are small like a knob.
- The **Serrai sheep**, is a breed of domesticated sheep from Serres, Greece. It is bred primarily for meat and milk. It has a Roman nose and thin tail. The rams have horns, weigh 78 kg at maturity are grow to 68 cm at the withers. Ewes have small horns 30% of the time, weigh 68 kg and grow to a height of 73 cm.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.1 Type of breeds according to national conditions

Slovenia:

The main autochthon type of breeds in Slovenia is described in the document below:

https://www.program-podezelja.si/sl/knjiznica/22-slovenske-avtohtone-in-tradicionalne-pasme-domacih-zivali/file

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.1 Type of breeds according to national conditions

Source: https://www.esk.gov.tr/tr/11107/BOZ-IRK

Turkey:

- Grey Cattle (Boz Irk)
- Breeding area: Western parts of Turkey, Thracian region, South Marmara, North Aegean and Central Anatolia.
- Colour varies from light silver to dark ash colour.
- Body weight is in the range of 300-350 kg for females and around 400 - 450 kg for males.
- Breast structures are small and milk yield is low. Lactation period is 180-240 days.
- The average milk yield is approximately 800-1000 kg and milk fat is around 4%. Grey cattle may provide approximately 700 - 900 g of live weight gain per day.

(https://www.esk.gov.tr/tr/11107/BOZ-IRK)

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.1 Type of breeds according to national conditions

Source: https://www.esk.gov.tr/tr/11106/YERLI-KARA

- Local Black Cattle (Yerli Kara)
- Breeding area: Central Anatolia region
- The colour is generally black, with white or light shades usually seen in the breast area.
- One of the most important characteristics of the local black cattle breed is that it is very docile.
- Adult body weight is about 200 kg for females and 300 kg for males, respectively.
- Lactation period is 200 days, milk yield is 700-900 kg with milk fat ratio of 4%. Milk yield may reach up to 1200 kg, if proper feeding is applied.
- Daily live weight gain is about 900 g.

(https://www.esk.gov.tr/tr/11106/YERLI-KARA)

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.2 Decrease of nitrogen content through diets

Reducing nitrogen content in the excreta by applying dietary measures:

- Ruminants fed with high-sugar-corn silage grasses, cellulose-rich grasses. Through ruminant's grass eating, nitrogen levels in their stomach are reduced, microbial protein synthesis is improved and nitrogen excretion is decreased.
- Use of low-protein feeds, such as low-crude alfalfa silage, leads to good nitrogen absorption and reduced ammonia emissions.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.3 Reduction of methane emission in ruminants through diets

- Reducing methane emissions from rumen fermentation in ruminants can be achieved by increasing the digestibility of feed.
- This is only relevant for ruminants.
- It is necessary to introduce the production of legume silage, which has a lower crude fibre content, which stimulates the rapid passage through the abdomen.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.4 Animal health care module welfare legislation (see module 6)

- Animal health care is the practice of reducing the need for veterinary treatment and minimizing morbidity and mortality.
- This is achieved through the development of a preventive health program, including regular prophylactic examinations.
- The veterinarian in charge of the farm monitors the animal health, taking into account the epidemiological data of the region. He should use medicines responsibly to avoid creating resistance in pathogenic microorganisms.

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.4 Animal health care module welfare legislation

Maintaining good animal health also largely depends on the farmer who:

- provides good nutrition for all animals;
- applies rotational grazing to other species of animals to control the spread of parasitic diseases;
- applies quarantine to purchased animals on the holding
- caters for animal welfare based on the "five freedoms" as required by the European Union;

Co-funded by the Erasmus+ Programme of the European Union

3.1.7.5 Flock profile management - Diversified management

Managing the herd profile helps reduce harmful methane emissions and optimize the resources used to increase productivity by:

- Age optimizing;
- increasing life expectancy by improving animal health;
- optimization of animal fertility;

Co-funded by the Erasmus+ Programme of the European Union

3.1.8 Plant protection

In this section, we present the best way by which farmers can perform a full range of crop protection activities to prevent the occurrence of pests and to optimize and reduce the use of plant protection products.

Co-funded by the
Erasmus+ Programme
of the European Union

3.1.8 Plant protection

One of the main tasks is to protect crops from disease. This can be achieved by:

- crop rotation, which prevents the development of pest populations in field and mixed farming systems, with the aim of reducing them by blocking reproduction.
- use of resistant varieties of plants;
- biological pest control - a method of controlling pests such as insects, mites, weeds and plant diseases using other organisms
- where appropriate, non-chemical techniques such as sun-warming, crop rotation, etc. should be used.
- educating farmers on the effective application of plant protection products, the use of personal protective equipment and the maximum level of environmental protection;

Co-funded by the Erasmus+ Programme of the European Union

3.1.8 Plant protection

Biological pest control and crop rotation are important for eco-farms or conventional extensive farms.

Organic control is relatively easy to implement in sheltered gardening and orchards, where controlled conditions facilitate crop cultivation.

Co-funded by the Erasmus+ Programme of the European Union

3.1.8.1 Sustainable varieties

Breeders can help overcome the causes and consequences of climate change by:

- creation of disease and pest resistant varieties;
- creation of varieties suitable for less soil cultivation, suitable for organic farming;
- adaptation of new crops;

The need to create new varieties in agriculture is high, driven by changing climatic conditions and market requirements.

Co-funded by the Erasmus+ Programme of the European Union

3.1.8.2 Ecological Plant Protection Products

The decision about plant protection products should be in accordance with Directive 2009/128 / EC, which defines the use of products with the lowest environmental impact and the least risk to human health.

Co-funded by the Erasmus+ Programme of the European Union

Literature

1. Регламент (ЕО) Number 967/2008 на Съвета от 29 септември 2008 година Относно биологичното производство и етикетирането на биологични продукти и за отмяна на Регламент (ЕИО) Number 2092/91 https://eur-lex.europa.eu/legal-content/BG/TXT/?uri=celex%3A32007R0834

2. ЕВРОПЕЙСКА КОМИСИЯ Брюксел, 14.5.2018 г. C(2018) 2674 final ANNEX 1 ПРИЛОЖЕНИЕ към Решение на Комисията относно секторния референтен документ за най-добри практики за управление по околна среда, секторни показатели за екологични резултати и еталони за отлични постижения за сектора на селското стопанство съгласно Регламент (ЕО) Number 1221/2009 относно доброволното участие на организации в Схемата на Общността за управление по околна среда и одит (EMAS) https://eur-lex.europa.eu/legal-content/BG/TXT/?uri=CELEX%3A32009R1221

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

Level: Entrepreneurial and managerial challenges in eco-farming

Module: 3
Unit 2 Promoting new technologies and innovation adjusted to the national country vision

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of content

Co-funded by the Erasmus+ Programme of the European Union

3.2.1. Agriculture and ICT

Agriculture is developing at an ever-increasing pace, but the sector is looking for a sustainable model that will solidify the results achieved. Increasing productivity, competitiveness and labour shortages are the driving forces for the development and implementation of information technology in agriculture.

A major priority for European agriculture within the framework of the Common Agricultural Policy of the European Union is to stimulate the transfer of knowledge and innovation in agriculture. The cooperation between farmers themselves, as well as their interaction with farm-related science, high technology and environmental protection are of paramount importance.

Co-funded by the Erasmus+ Programme of the European Union

3.2.1. Agriculture and ICT

More sustainable agricultural production and significant development potential will be achieved through the introduction of appropriate innovative satellite navigation technologies.

The use and implementation of information and communication technologies are of great importance for improving living conditions, creating jobs and reducing migration.

Co-funded by the Erasmus+ Programme of the European Union

3.2.1. Agriculture and ICT

Co-funded by the Erasmus+ Programme of the European Union

3.2.1.1 Determination of main components of e-agriculture

The introduction of e-agriculture in various fields of agriculture and the monitoring of parameters related to climate, ecology and food production are classified as:

a) Adaptation to climate change (increased energy efficiency, use of renewable energy, reduced levels of carbon dioxide emissions, increased diversification at farm level, use of biotechnology to reduce pesticide use)

b) Efficient and sustainable use of resources (use of biomass and biofuels for green energy production)

Co-funded by the Erasmus+ Programme of the European Union

3.2.1.1 Determination of main components of e-agriculture

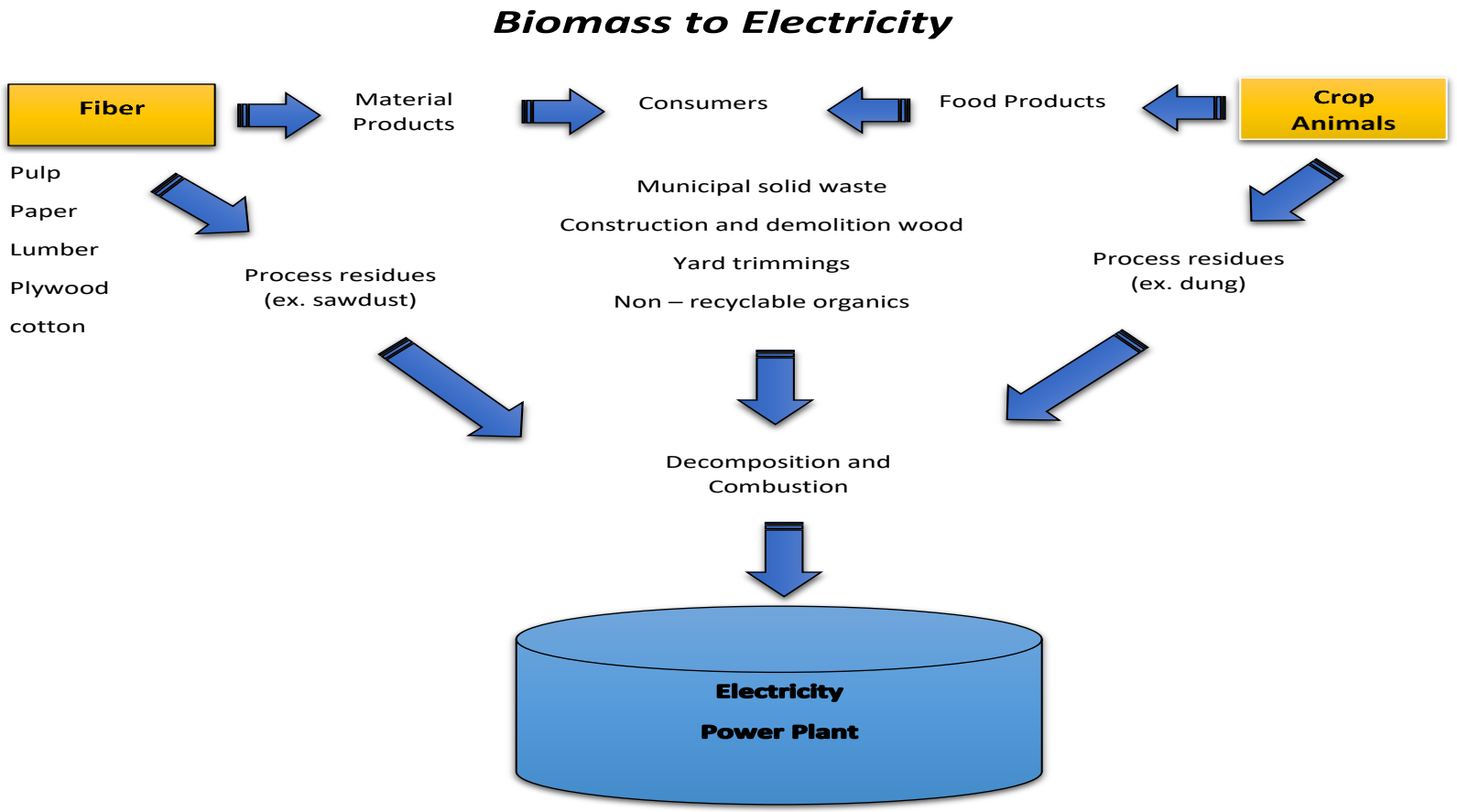
Biomass can be obtained from plant or animal material and is the oldest source of energy from renewable sources. Biomass can provide a significant amount of energy, thus reducing carbon dioxide emissions to avoid global warming. Biomass functions as a battery for storing solar energy. Through the process of photosynthesis, chlorophyll in plants captures solar energy by converting carbon dioxide from air and water into complex carbohydrate compounds composed of carbon, hydrogen and oxygen. When these carbohydrates are burned, they are converted to carbon dioxide and water and energy is released. Resources include:

- Parts of plant residues, such as corn shavings, wheat straw;
- Sustainable harvested timber;
- Waste;

Co-funded by the Erasmus+ Programme of the European Union

3.2.1.1 Determination of main components of e-agriculture

Combustion of biomass produces steam, which is used to generate electricity.



Co-funded by the Erasmus+ Programme of the European Union

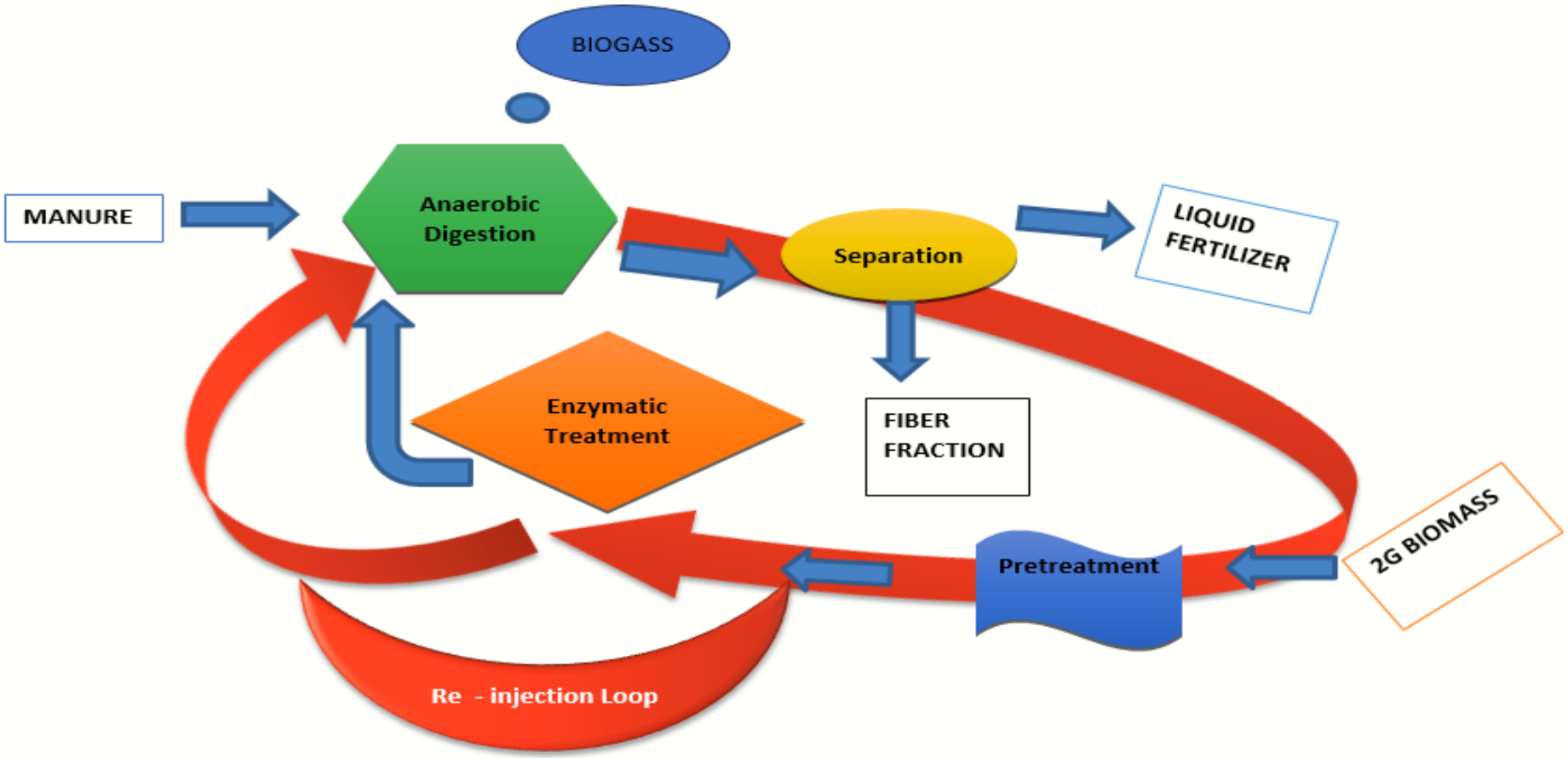
3.2.1.1 Determination of main components of e-agriculture

c) Increasing the productivity of the chain and improving the quality in order to reduce Europe's dependence on imports and increase the health and well-being of European consumers

d) Sustainable consumption (innovative approaches to promoting healthy lifestyles, protecting food security and protecting vulnerable groups, information campaigns and consumer training).

Co-funded by the Erasmus+ Programme of the European Union

3.2.1.1 Determination of main components of e-agriculture



Co-funded by the Erasmus+ Programme of the European Union

3.2.1.2 Positive aspect of introducing of e-agriculture able to manage his finances with ICT skills to submit land usage and livestock declared examples for each country

Digitalization enables the agrarian economy to realize its high potential and enjoy the same successes as the high-tech spheres of the economy: increasing productivity, added value, improving quality and safety, and thus income and quality of life, drastically reducing pollution to sustainable levels, flexible and rapid response to market trends.

Examples:

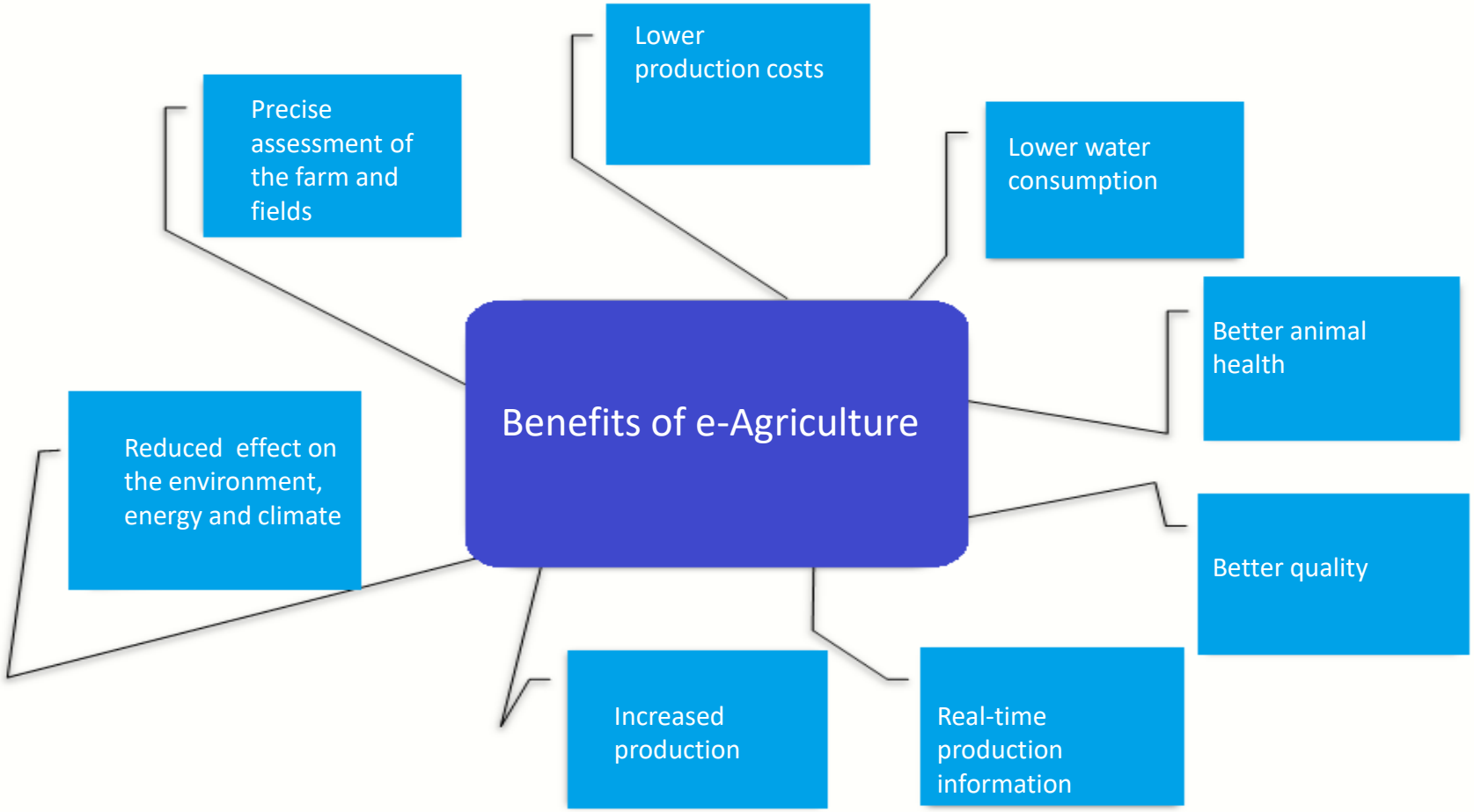
- Real-time monitoring of production conditions
- Precise control of pesticides
- Farm-to-fork tracking
- Balancing of consumption and other new technologies
- Easing of administrative burden
- Precise prediction of stages in crop development

All mention is possible when robotic and artificial intelligence technologies are applied.

Co-funded by the Erasmus+ Programme of the European Union

3.2.1.2 Positive aspect of introducing of e-agriculture able to manage his finances with ICT skills to submit land usage and livestock declared examples for each country

Positive aspect of using ICT technologies



Co-funded by the Erasmus+ Programme of the European Union

3.2.1.3 Monitoring of farm processes through e-Agriculture

The main objective of the digitalization of the Bulgarian agriculture sector and the related agricultural businesses is to make it a highly technological, sustainable, highly productive and attractive field that improves the living conditions of farmers.

Co-funded by the Erasmus+ Programme of the European Union

3.2.1.3 Monitoring of farm processes through e-Agriculture

Areas of impact:

1. Establishment and development of appropriate digital infrastructure for communications and connectivity;
2. Investments in modernization and precision agriculture technologies - precision farming is a new technology that allows eco-farmers to adequately manage arable land. It is a technology and information-based, intelligent approach for identifying, analysing and managing variables to obtain profitable production with optimal production and conservation of resources. Precision agriculture is aimed at saving water, labour, preservation of soil fertility. The meaning of the approach is to make the right management decisions in agriculture, to obtain maximum production.

   For example:

   The farmer is in the field and through access systems he/she can use maps maintained by a geographic information system, which indicates where the soil is moist or dry, where there is a need for watering, fertilizing, application of preparations or other agronomic activities.

Co-funded by the Erasmus+ Programme of the European Union

3.2.1.3 Monitoring of farm processes through e-Agriculture

3. Development of digital networks and use of software applications in activity management and decision- making;
4. Training and consulting for the development of digital skills and qualifications;
5. Research and innovation, innovation sharing and transfer partnerships, development of experimentation infrastructure and access to it;
6. Development of the digitalization of public administration and administrative services;
7. Data processing, sharing and protection.

Co-funded by the Erasmus+ Programme of the European Union

3.2.1.3 Monitoring of farm processes through e-Agriculture

Digitization will lead to:

1. Higher selling prices for farmers' production and production that meets quality demands
2. Better risk management, including the risk of natural disasters
3. Higher yields
4. Reducing the adverse effects of agriculture on the environment
5. Reducing agri-food intermediaries and shortening supply chains
6. More efficient distribution channels
7. Increasing efficiency and forecasting
8. Reducing fraud
9. Production diversification and negligible costs
10. Improving the working conditions for farmers

Co-funded by the Erasmus+ Programme of the European Union

3.2.2. European Regulation / Strategy for the Development of e-Agriculture in Rural Areas

- At European level, priorities in the field of information and communication technologies are outlined in the EU 2020 Strategy for smart, sustainable and inclusive growth. In particular, they are set out in the following documents:
  - The Digital Agenda for Europe adopted in 2010; (Digital Agenda for Europe)
  - Digital Single Market Strategy adopted in May 2015 (Digital Single Market Strategy for Europe)
  - Towards a prosperous, data-driven economy https://eur-lex.europa.eu/legal-content/BG/TXT/?uri=CELEX:52014DC0442

Co-funded by the Erasmus+ Programme of the European Union

3.2.2. European Regulation / Strategy for the Development of e-Agriculture in Rural Areas

Agriculture and rural areas can benefit more from new technologies and knowledge, especially digital technologies, without jeopardizing the functionality of farmers. Digitization is therefore a key cross-cutting priority in the European Commission's Proposal for a Regulation on the Common Agricultural Policy (CAP) Strategic Plans.

On the basis of this draft regulation, Member States will finance their agriculture in the period 2021-2027.

With it, the European Commission proposes to strengthen links with research policy by placing the organization of knowledge sharing at the centre of the model in order to implement the policy.

Co-funded by the Erasmus+ Programme of the European Union

3.2.2. European Regulation / Strategy for the Development of e-Agriculture in Rural Areas

Digitization aims at modernizing agriculture and rural areas and promoting their use.

Likewise, the emphasis on digitalisation makes it possible to become involved with the EU Digital Agenda.

Article 5 of the draft Regulation, which sets out the three common EU objectives, states that "*these objectives should be complemented by the cross-sectoral objective of modernizing the sector by stimulating and sharing knowledge, innovation and digitization in agriculture and rural areas. areas and promoting their use to a greater extent*. "

Co-funded by the Erasmus+ Programme of the European Union

3.2.3. National Regulations and tools

The national provisions and legislation of all Member States of the European Union must draw up their Strategic Plan in order to help achieve the objectives by creating a modern and digitized agriculture. The main institution at European level responsible for digitizing agriculture and promoting innovation is the European Innovation Partnership for Agricultural Productivity and Sustainability (EIP-AGRI).

The future Common Agricultural Policy (CAP) of the European Union will give more freedom to Member States as to how and where to invest the funds allocated to farmers and farmers in their countries, but these funds must meet the ambitious environmental objectives of the EC , climate change and sustainable development.

Co-funded by the Erasmus+ Programme of the European Union

3.2.3. National Regulations and tools

- Each country will come up with a strategic plan to mix its agricultural interventions, but support for innovation and digital innovation is a priority for the entire EC team.
- Farmers need to leverage innovative capacity to become more competitive and offer better products.

Co-funded by the Erasmus+ Programme of the European Union

3.2.3. National Regulations and tools

Bulgaria:

- Strategy for digitalization of agriculture and rural areas of the Republic of Bulgaria, adopted by Decision № 247 of the Council of Ministers of 02.05.2019,

https://www.mzh.government.bg/bg/politiki-i-programi/politiki-i-strategii/strategiya-za-cifrovizaciya-na-zemedelieto-i-selskite-rajoni-na-/

Co-funded by the Erasmus+ Programme of the European Union

3.2.3. National Regulations and tools

Greece:

For declaration of crops or agricultural land-usage the regional Directorates of Agricultural Economy & Veterinary Medicine have the responsibility to collect all required information from Farmers or cooperatives.

- Crete: https://www.crete.gov.gr/contact-categories/periferiaki-enotita-irakliou/dieythinsi-agrotikis-ikonomias-ktiniatrikis-pe-hrakleioy
- Western Greece: https://www.pde.gov.gr/gr/perifereia/organotiki-domi/genikes-dieuthunseis/gdpaok/dao.html
- South Aegean: http://www.pnai.gov.gr/dieythinseis.aspx?gd=25
- Thessaly: https://www.thessaly.gov.gr/main.aspx?catid=94&gd=3&dn=19
- Peloponnese: https://www.ppel.gov.gr/kentriki-ipiresia-periferias-peloponnisou/geniki-diefthinsi-periferiakis-agrotikis-ikonomias-ke-ktiniatrikis/
- Etc.

Co-funded by the Erasmus+ Programme of the European Union

3.2.3. National Regulations and tools

Slovenia:

- Creation of Digital (r) Evolution in agriculture: https://www.program-podezelja.si/sl/knjiznica/281-oblikovanje-digitalne-r-evolucije-v-kmetijstvu/file
- New technologies and digitalisation in relation to agriculture: https://www.program-podezelja.si/sl/podezelje-prihodnosti-pametne-vasi/nove-tehnologije-in-digitalizacija

Co-funded by the Erasmus+ Programme of the European Union

3.2.3. National Regulations and tools

Turkey:

- The development of the national e-agriculture strategy of Turkey started in 2019 and is expected to be announced by the end of 2020: https://www.tarimorman.gov.tr/TAGEM/Haber/509/Tagem-Ve-Fao-Is-Birligi-Ile-Ulusal-E-Tarim-Stratejisinin-Ilk-Adimlari-Atildi#
- E-agriculture portal for farmers on website of the Ministry of Agriculture and Forestry: https://eciftci.etarim.gov.tr/
- Digital Agriculture Portal for consumers and small farmers (launched in April, 2020): https://ditap.gov.tr/

Co-funded by the Erasmus+ Programme of the European Union

Literature

1. Стратегия за цифровизация на земеделието и селските райони на Република България, приета с Решение № 247 на Министерския съвет от 02.05.2019 г.
   https://www.mzh.government.bg/bg/politiki-i-programi/politiki-i-strategii/strategiya-za-cifrovizaciya-na-zemedelieto-i-selskite-rajoni-na-/

2. СЪОБЩЕНИЕ НА КОМИСИЯТА ДО ЕВРОПЕЙСКИЯ ПАРЛАМЕНТ, СЪВЕТА, ЕВРОПЕЙСКИЯ ИКОНОМИЧЕСКИ И СОЦИАЛЕН КОМИТЕТ И КОМИТЕТА НА РЕГИОНИТЕ КЪМ ПРОСПЕРИРАЩА ИКОНОМИКА, ОСНОВАНА НА ДАННИ
   https://eur-lex.europa.eu/legal-content/BG/TXT/?uri=CELEX%3A52014DC0442

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

Level: Entrepreneurial and managerial challenges in eco-farming

Module: 3
Unit 3 Broadening management skills

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of content

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

Ecology emerged as a science in the mid-1960s. Ecology as a term was introduced by the German scientist Ernst Haeckel in 1866 to denote the interrelationships between organisms and the environment. It is a science that studies the conditions of existence of organisms, the relationships between them and the environment that surrounds them. There are several branches of ecology - applied ecology, biophysical ecology, human ecology, social ecology, eco-economics and ecology and sustainable development.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

Eco system

The term ecosystem was introduced in 1935 by the English ecologist and botanist Arthur Tensley. According to him, the ecosystem is a complex of all living beings and inanimate objects of nature in the same place in a given area. The ecosystem includes:

- biotic component, which is a collection of all living organisms and is also called Biocenosis
- abiotic component, which includes the inanimate part of their environment or also called biotope

A cycle of substances takes place between the biotope and the biocenosis and through the flow of energy a certain biotic structure is created. Depending on the environment, ecosystems are divided into aquatic (river, lake, swamp, sea and ocean) and terrestrial-forest, grass, desert, steppe and others.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

According to their origin ecosystems are divided into:

- Natural- created by nature. One can have very little influence. The largest natural system is our planet.
- Artificial or also called anthropogenic - created by man to receive food and more.

  For example, a garden, an orchard, a farm, a dam, etc. The most important feature of the artificial ecosystem is the impossibility to exist without human participation. They represent a kind of group called agrocenoses.

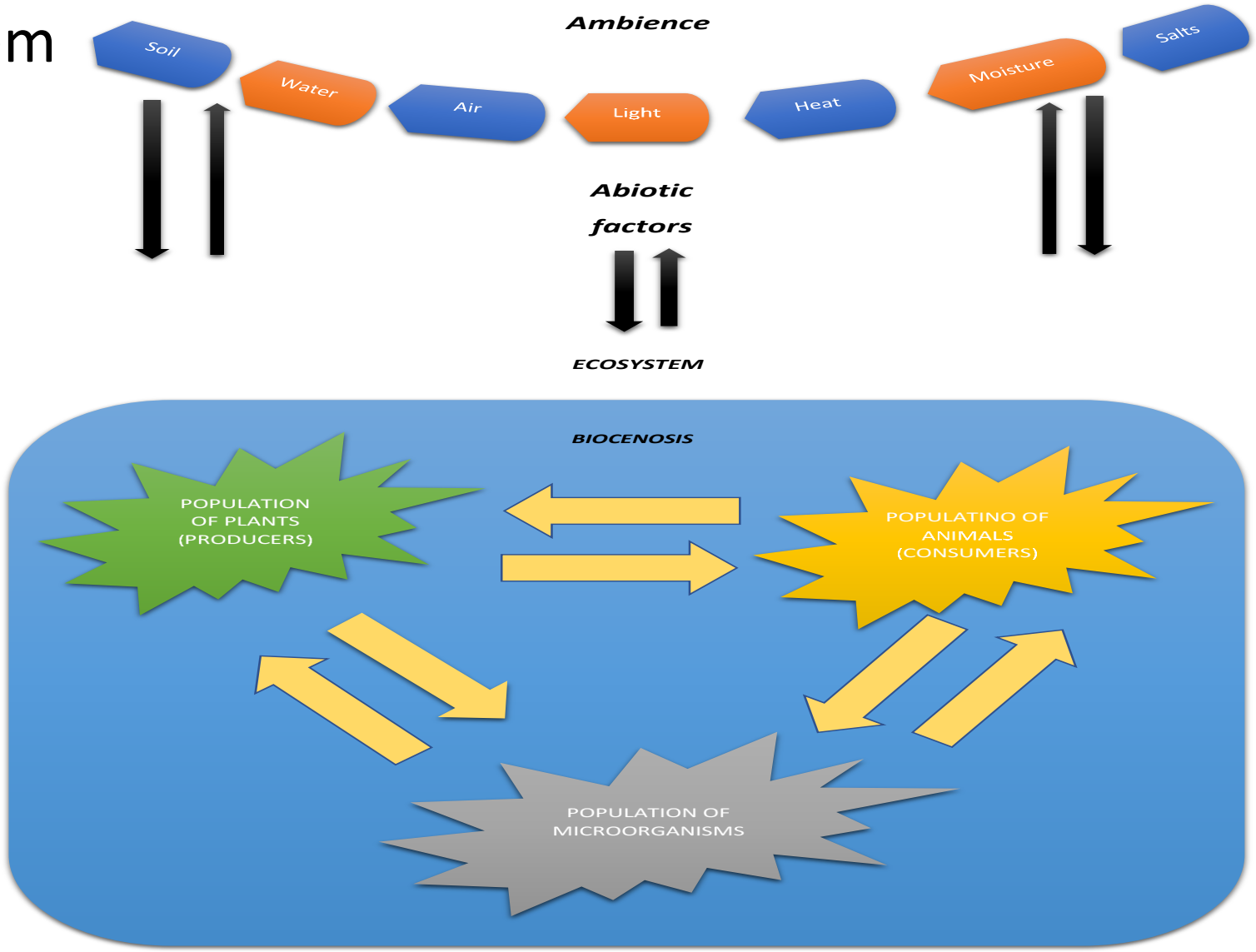
In every ecosystem there are:

- Producers - these are plants that produce nutrients using sunlight;
- Consumers - organisms feeding on plants and other living organisms; Through the producers and consumers in this community, they ensure a complete cycle of substances in the food chain.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

Figure ecosystem



Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

Eco products

In the Codex Alimentarius, the Food and Agriculture Organization and the World Health Organization state that "*organic farming is a comprehensive production management system that promotes and strengthens the sustainability of the agroecosystem, including biodiversity, biological cycles and soil biological activity.*" .

Organic products are intended for consumption and are organically produced. An organic product is a term used in some EU countries as the equivalent of an organic product. In Bulgaria it is correct to use only the term organic product. The terms "ecological", "organic", "eco", including if written in Latin, is a violation of the Law on the Application of the Common Organizations of Agricultural Markets of the European Union.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

Eco products

The main goal of organic production is the use of energy and natural resources, without waste, to maintain biodiversity, preserve soil fertility, animal husbandry, welfare and more.

Some non-human products, such as herbs and wild mushrooms, are harvested naturally if they are harvested from areas where there is no industrial or chemical contamination. Organic products can be divided into two main groups - food and non-food.

Organic foods are grown and processed without the use of synthetic fertilizers, pesticides, antibiotics, hormones, growth regulators and nutritional supplements, preservatives, colorants, artificial sweeteners and processing aids. The use of genetically modified organisms and their derivatives is prohibited. Non-food products have the same requirements as in food production.

As products can be mentioned - essential oils, organic cosmetics, clothes made of biological materials and others.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

The Council of Europe has accepted organic production as part of the strategy for environmental integration and sustainable development in the Common Agricultural Policy.

The common agricultural policy sets out the conditions that will allow farmers to perform their functions in society - to produce food, for the development of rural communities (job creation) and organic production. Through ecologically sustainable agriculture, farmers can produce food that preserves and protects nature and biodiversity. Important goals are included in the future agricultural policy, such as care for the environment, protection of food and health, protection of the landscape and biodiversity, revitalization of rural areas.

EU common agricultural policy: https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy_en

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

The EU drew up a European organic food and agriculture action plan (2004) focuses on:

- **Support for bio-agriculture based on rural development measures;**

Organic farming leads to the stabilization of the incomes of eco-farmers through developing markets for quality healthy food, which in turn reduces unemployment. That is, this production has a dual social role - land management and benefit for rural development and production. The financial support is provided through investment programs and targeted subsidies, as well as financing from banks.

- **Introduction of standards for organic production and trade;**

Organic farming is subject to principles accepted throughout the world and depends on socio-economic, geoclimatic and cultural characteristics.

The International Organic Accreditation Service (IOAS) manages an accreditation program and provides international guarantees for the quality of organic products at the local and regional level. The IFOAM Basic Standards - "IBS IFOAM Basic Standard" were introduced in 1980. They determine the cultivation, processing and storage of organic products.

The standards represent minimum requirements that must be met, with possible deviations.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

- Production and labelling of bio products; https://eur-lex.europa.eu/legal-content/BG/TXT/PDF/?uri=CELEX:32018R0848&from=EN

- The label, called the “the Leaf of Europe”, is mandatory fo organic food products that are produced in an EU Membe comply with the required standards. In addition to the European organic logo, the packaging must include the code of the inspection body as well as the place of production of the agricultural raw materials.

- Examples Bulgaria:
  - GU Gornooryahovski sudzuk, PGI Bulgarian Rose Oil, HTSH Fillet Elena, HTSH Lukanka Panagyurska

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

- Examples of Slovenia:
  - Labeling of bioproducts in Slovenia: https://www.zps.si/index.php/okolje-topmenu-320/broure/275-eko-oznaevanje
  - Manufacturer of packaging machines, CDA has designed a wide range of filling machines / screwing machines / labeling machines that adapt to the specificities of organic and natural products (fresh organic fruit juice, organic compote, ...) See: https://cda-usa.com/our-packaging-solutions-by-sectors/filling-labelling-complete-packaging-line-natural-organic-products/
  - Facilitating Consumers Choice of Healthier Foods: A Comparison of Different Front-of-Package Labelling Schemes Using Slovenian Food Supply Database. See: https://www.mdpi.com/2304-8158/9/4/399/htm
- Examples Turkey:
  - Kayseri pastrami, Malatya apricots, Aydin figs

Co-funded by the Erasmus+ Programme of the European Union

3.3.1. Main aims of eco farm production

- Implementation of a sustainable agriculture concept includes measures for the economic, social and environmental development of agriculture and biodiversity conservation;
- Establishing an effective control and biological certification system.

Regulation 2092/91 introduced a mandatory requirement from the beginning of 1998 that all control bodies of organic production in the Member States of the European Union meet the requirements of standard EN 45011 (standard for product certification bodies) in order to have a performance guarantee of the criteria of independence, impartiality, efficiency and competence.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1 Structuring of objectives and tasks of an Eco -farm

The goals and objectives of the eco-farm are achieved through adherence to basic production principles and practices and are aimed at the Sustainable Development of Agriculture. Specific methods and processes can be identified as goals and objectives:

- A systematic approach to the production unit and the desire for minimal human intervention in the regulatory mechanisms of nature;
- Stabilization of agro-ecosystems on the basis of diversification, biodiversity and integration;
- Diversification of the production system;
- Adequacy of approaches, methods and means of pest control; an alternative plant protection system;
- Implementation of the main plant protection measures in accordance with the standards for organic farming in Bulgaria;
- Use of locally adapted breeds of animals;

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1 Structuring of objectives and tasks of an Eco - farm

- Implementation of methods of cultivation close to their natural way of life, which reduces stress and ensure their good health;
- Provision of sufficient space for the manifestation of their natural behaviour (area in stables, patios, walks and grazing in the open);
- Ensuring a sufficient quantity of good-quality, organic feed;
- Prohibition of use of growth regulators and use of antibiotics (only as a last resort);
- Maintaining animal health through disease prevention and natural products;
- Maintaining a strict balance between the number of animals and the area of arable land and the minimum area of the animal breeding building, depending on animal species and their number;

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.1 Efficiency criteria of an Eco-farm

- The criteria for the efficiency of production and management of the eco-farm uses summarizing indicators which characterise the end results: production volume, profit, profitability, time, etc.
- Profit and profitability indicators fully characterize the end results of the farm. In doing so, the impact on the profit of those factors that are not related to the activity of the business unit should be excluded. The summary indicators reflect the results of economic activity and management in general, but do not fully characterize the efficiency and quality of labour management. Private metrics are used. Thus, the rate of growth of labour productivity is used to evaluate the increase in the efficiency of the use of labour resources, for the material - the material absorption of production, for the fixed assets - the fund allocation.
  - In assessing management effectiveness, a comprehensive use of the whole system of aggregate and private indicators is required.
  - The effectiveness of management activity related to the management entity can be characterized by quantitative (economic effect) and qualitative (social efficiency) indicators.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.1 Efficiency criteria of an Eco-farm

- The quantitative performance indicators of the management system include:
  - labour indicators - the saving of labour power, the number of workers;
  - financial indicators - reducing management costs;
  - time-saving indicators, shortening the duration of the management cycle as a result of IT implementation and progressive organizational procedures.
- Qualitative indicators (social efficiency) are of particular importance:
  - increasing the scientific and technical level of management;
  - the level of integration of management processes;
  - job satisfaction;
  - enhancing corporate social responsibility and environmental impact;

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

Modern agriculture is a large-scale and specialized and can be compared to industry, which requires huge quantities of industrial products and energy resources. Its main features are:

- intensive use and degradation of natural resources;
- Apply technology and management solutions without taking into account people's interests;

Many economic projects have a negative impact on the environment, as a result of which they pollute it and have a qualitative and quantitative change in natural resources.

Examples: deterioration of human health due to the use of polluted water and polluted air; reduction of agricultural productivity from industrial areas polluted by industry; Usually, when measuring the damage to nature, the changes are first shown and then their economic assessment is given.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

Industrial agriculture leads to increased economic results, but has a negative impact on the environment due to intensive land use, water pollution and more.

- According to the concept of sustainable rural development, modern agriculture must make a significant contribution to:

  a) ensuring sustainable economic growth in rural areas;

The EU sets three main goals to achieve growth, increase employment and living standards in rural areas. Increasing the competitiveness of agriculture, sustainable management of natural resources and balanced territorial development of rural areas. The European Regional Development Fund (ERDF) and the European Social Fund (ESF) seek to complement the European Agricultural Fund for Rural Development (EAFRD).

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

b) improving the employment of the population;

The main areas in which the European Regional Development Fund (ERDF) is actively involved are the following:

- Job creation outside the agricultural sector (new enterprises, development of activities related to tourism, etc.);
- Creating access and connections between cities and rural areas, especially in the context of the information society;
- Support for small and medium-sized enterprises (SMEs) from the agricultural sector (support for innovation and new product development), the agri-food sector or the forestry sector;
- Risk control in the agricultural and forestry sector;
- Building basic infrastructure in villages, especially in the new Member States.

https://ec.europa.eu/regional_policy/bg/policy/themes/rural-development/

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

c) preserving the ecological balance in nature through nature conservation and bio-diversification;

By expanding the range of eco-products and reorienting the market, the aim is to increase the efficiency of production and obtain economic benefits. It is necessary to study the dynamics of organic production and development of the relevant sectors in agriculture in order to maintain the ecological balance in nature.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

The major problems for the rural population cannot be solved by accelerating the development of industrial agriculture, as this is accompanied by risks to the environment. On the other hand, sustainable rural development is a priority in the EU.

- Modern agriculture in an eco-social market economy requires complex solutions other than those for industrial systems, with two main groups of tasks:
  - production tasks for the production of food, industrial raw materials and renewable energy products managed on a market basis;
  - tasks for maintaining the environment and employment of people, cultural and social tasks related to the region, landscape and soil, etc.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

- Many farmers start bio-production, which requires specific knowledge, skills and management experience and application of technologies other than conventional production.
- In order to fulfil the requirements for the realization of organic production, different crops are grown, and in some cases it is integrated with the livestock industries. Such diversification makes full use of production resources and overcomes seasonality in production. Diversification also creates prerequisites for reducing production, economic and market risk.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

Nevertheless, small family farms for production of organic fruits and vegetables, spices, herbs and more, are growing and developing cultures and they form a competitive environment in the markets. Organic farms are a leader of innovation in production - they apply new varieties resistant to diseases and pests, organic fertilizers, green fertilizer, California worm fertilizer, etc.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

- In organic farms, crop yields vary widely, because they depend on both the preparation and management qualities of the farmers, and on soil fertility, climatic characteristics, adherence to technology, etc. Overall, it can be stated that the yields from organic production are lower than those from conventional production.
- The production of bio-products is generally higher as cost. It uses bio-preparations, fertilizers and agents whose cost is significantly higher, more manual labour, and specific techniques that are applied with greater frequency and increase the value of the product.
- The structure of production costs is also different. The costs of organic seeds and seedlings, mechanized and manual digging and maintenance of soil fertility for specific plant protection and other activities are increasing in organic production.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

- Organic production also has specific non-production costs - for example:
  - control and certification, which are a considerable expense as they depend on the choice of certificate(s), the size of the enterprise and the degree of closure of the cycle;
  - costs of specialized soil and production analyses;
  - costs of special packaging (eco-paper and cardboard, coloured glass, metal packaging);
  - costs of biodiversity conservation (buffer zones and belts around bio-production fields), etc.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.2. General characteristics of the farm's production system

- The costs of wholesale and retail sales are also higher due to the specific requirements for the producer, processor and trader of bio-products.
- Organic production tends to increase profitability mainly on the basis of cost optimization, while in conventional production profitability is based mainly on its intensification.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.3. Technology selection

- "*A smart and sustainable digital future for European agriculture and rural areas*", draft Declaration by EU Member States, supported by the European Commission. The text also states that states recognize the need and "*urgency*" of introducing new technologies in agriculture. It is imperative that it be implemented as soon as possible in order to solve environmental, economic and social problems. Digitization and implementation of precision agriculture technologies is the only way to tackle these problems.
- Intelligent agriculture is based on optimized management of inputs that depends on the crops grown. The correct dosage reduces waste, pollution of groundwater and more.

Co-funded by the Erasmus+ Programme of the European Union

3.3.1.1.3. Technology selection

- Different technologies and remote sensing for the management and application of fertilizers, pesticides and water in crops are used here. The use of the right quantities contributes to improving precision in agriculture by producing more, but at less cost.
- An important point for digitalisation of agriculture is the right choice of technologies so that data can be interpreted and agronomic recommendations made. Knowledge transfer will help attract young people to agriculture. At the same time, rural development opportunities will be improved. There is a need to build links between rural and urban communities.

Co-funded by the Erasmus+ Programme of the European Union

3.3.2. Production capacity of an Eco-farm

The production capacity of the eco-farm represents the possible amount of production of a certain variety, assortment and quality that could be produced for a certain period of time, under optimal and operating conditions. The capacity of the farm is its ability to produce maximum volume of production for a certain period of time on the basis of the maximum achieved scientifically justified norms and objectives.

Co-funded by the Erasmus+ Programme of the European Union

3.3.2. Production capacity of an Eco-farm

The main highlights in the definition of production capacity are:

- pursues maximum production volume;
- dynamic magnitude, as in the various stages of development and operation of a company in one or a close branch or industry;
- the conditions and operating conditions under which the capacity to produce maximum output (maximum productivity and highest quality) is determined

Co-funded by the Erasmus+ Programme of the European Union

3.3.2. Production capacity of an Eco-farm

- The production capacity of the enterprise is determined by its production program, which is drawn up on the basis of market research.
- There are several types of production capacity depending on:
  - the level of determination - production capacity at work, at the site, at the farm, at the company;
  - according to the time to be determined:
    - initial - capacity at the beginning of the planning period;
    - final - at the end of the planning period;
    - annual – the recorded increase or decrease in capacity during the year;

Co-funded by the Erasmus+ Programme of the European Union

3.3.2. Production capacity of an Eco-farm

- Depending on the conditions - theoretical, technical and economic;
- According to the size of the market:
  - maximum production capacity;
  - optimal production capacity - takes into account the peculiarities of different factors at the moment;
  - minimum production capacity is economically cost-effective;
  - minimum production capacity from a technical point of view is related to the safety of operation
- Depending on the conditions under which capacity is determined:
  - theoretical capacity maximum production volume under ideal (theoretical) conditions of resource functioning;
  - technical capacity maximum production volume with unlimited technology, materials and energy and a limited annual time fund;
  - economic capacity maximum production volume with the most efficient use of resources and production time over the economically viable period of labour exploitation.

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.1. Maximum production capacity

- The production capacity of an enterprise is the maximum quantity of production of a certain range and quality, which is produced for a certain period of time under optimal conditions and operating conditions.
- The maximum and minimum capacities differ depending on the amount of capacity involved. The capacity can be:
  - optimal production capacity of the enterprise - optimal quantity, which is tailored and meets the dynamics of market needs. It can be 70-80% of the maximum capacity;
  - ideal production capacity of the enterprise: theoretical, factors are unlimited - technique, technology, materials, working hours, its development allows to reveal the factors and reserves related to the fuller performance of machinery capacity, sections of the enterprise as a whole;
  - technical capacity - its determination takes into account the limitations of working hours - holidays, public holidays, interruptions for objective reasons, quality and materials;
  - economic capacity - closest to real-limited working hours and resource constraints, and the extent of wasting of current technology and technology is taken into account;

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.2. Management of human resources

Human resource management is a collective term that describes the management and development of employees within an organization. In addition, it includes all activities related to human capital management in the organization. The human resources management process focuses on several key activities:

- Find and hire new employees
- Compensation and bonuses
- Personnel training
- Labour and employment relations
- Organizational development

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.2. Management of human resources

The Human Resources Department is responsible for: recruiting staff; developing and promoting staff policies; career development and staff training; contact at workplace incidents, etc.

Human resources management includes:

- Addressing current employee concerns - bonuses, salaries, retirement plans, training, etc. ;
- Finding New Employees - HRM team finds potential employees, oversees the hiring process, and more.
- Hiring seasonal workers, hired labour

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.2. Management of human resources

- **"Seasonal work"** within the meaning of the Law on Labour Migration and Labour Mobility is work that depends on the change of seasons and is associated with a certain time of year through a recurring event or series of events related to seasonal conditions in which the need for work hand is significantly larger than in ordinary running work.
- **"Seasonal worker"** within the meaning of the Law on Labour Migration and Labour Mobility is a third-country national who retains his main place of residence in a third country and resides legally and temporarily in the territory of the Republic of Bulgaria to perform seasonal work, on the basis of one or more fixed-term employment contracts concluded directly with an employer whose registered office is in the Republic of Bulgaria. The procedure for registration of seasonal work for up to 90 days complies with Directive 2014/36 / EU on the entry and stay of third-country nationals for the purpose of employment as seasonal workers.

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.2. Management of human resources

Main tasks of the seasonal worker

The activities performed by the seasonal worker are directly related to the cultivation of field crops (cereals, technical, legumes and fodder). He follows the technology of cultivation, according to the biology of plants. Performs activities in accordance with the requirements for soils, water and temperature regime, diseases and pests in different varieties of crops. Performs the individual agro-technical measures - basic and pre-sowing tillage, basic fertilization, timing and density of sowing, care during the growing season, watering, fertilization, control of diseases and pests, harvesting. Performs activities for harvesting and sorting of finished products depending on its specifics by type and variety.

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.2. Management of human resources

Bulgarian example - on April 13, 2016, the National Assembly adopted Law on Labour Migration and Labour Mobility, promulgated, SG, no. 33 of 2016

The law enters into force on 21 May 2016, with the exception of Section VIII of Chapter Two on permits for freelance activities, which enters into force on 1 January 2017.

In the field of free movement of employees and the employment of third-country nationals on the territory of the Republic of Bulgaria with the European legislation in this field and in particular:

- Directive 2014/54 / EU of the European Parliament and of the Council of 16 April 2014 on measures to facilitate the exercise of the rights conferred on workers in the context of the free movement of workers - https://eur-lex.europa.eu/legal-content/BG/TXT/?uri=celex%3A32014L0054
- Directive 2014/36 / EU of the European Parliament and of the Council of 26 February 2014 on the conditions of entry and residence of third-country nationals for the purpose of employment as seasonal workers - https://eur-lex.europa.eu/legal-content/BG/TXT/?uri=CELEX%3A32014L0036

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.2. Management of human resources

These directives aim to guarantee the rights of employees who wish to work in the territory of:

- Member State of the European Union (EU),
- Party to the Agreement on the European Economic Area (EEA) and the Swiss Confederation,

while aiming to ensure legal certainty in the labour markets of the host Member States.

The General labour Inspectorate carries out specialized control activities in connection with the employment of foreigners on the territory of the Republic of Bulgaria, within which the control bodies have the right to visit all sites where work is performed, as well as to require personal documents, including from foreigners residing and working there.

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.2. Management of human resources

- Management of the process of dismissal of employees - in cases where an employee leaves or is fired;
- Improving organization morale - the HR department should encourage employees to do their best to contribute to the development of the company / farm;
- Strategic approaches to personnel management and creation of appropriate work environment.
- Creating and managing programs, policies and procedures to support employees and their development.

Co-funded by the Erasmus+ Programme of the European Union

3.3.2.2. Management of human resources

- Adding value to strategic employee utilization and ensuring that employee development programs impact the business in a positive and measurable way.
- The Human Resource Management team must focus its efforts on several core activities:
- Focus on employee strengths - companies need to work hard and understand their employees in the best possible way to get them in the right positions. So they will be able to do their best.
- Achieving and measuring the company goals, and informing the employees about the current state of the company

Co-funded by the Erasmus+ Programme of the European Union

3.3.3. Cost-effectiveness of production process

The cost effectiveness of the production process is the lowest possible cost to achieve a given level of performance or the highest possible level of performance for a given level of cost. One of the requirements for EU costing is to have the best balance between the resources used and the results obtained.

Co-funded by the Erasmus+ Programme of the European Union

3.3.3.1. Definition of production costs

Costs can be classified:

- According to the nature of the expenditure:
  - material - raw materials, spare parts, etc .;
  - labour - for salaries and insurance.
- According to their influence on the volume of production:
  - constant - slightly affected (depreciation);
  - variables - they change proportionally or significantly affect the volume of production.
- According to the properties of the costs are:
  - single element costs with equal economic content - salaries, social security, depreciation;
  - complex costs - heterogeneous in economic composition - organization and management costs including salaries, social security, heating costs, etc.

Co-funded by the Erasmus+ Programme of the European Union

3.3.3.1. Definition of production costs

- According to accounting law, costs are:
- operating costs;
- administrative costs:
  - financial expenses;
  - exceptional costs;
  - tax expenses.

Cost is an important economic indicator of activity. A producer can hardly influence market prices, and in this case in order to increase revenue, he must reduce his costs.

Co-funded by the Erasmus+ Programme of the European Union

3.3.3.1. Definition of production costs

Cost is an estimate of the assets created in the company and is a monetary expression of the expenses incurred. It can be classified in different ways, which enables better control of costs and hence its management. There are several types:

- According to the level at which the costs are calculated:
  - individual cost - reflects the costs of an individual enterprise;
  - Sectoral - reflects the average level of production costs per sector.
- According to the volume of expenses :
  - partial - most often coincides with technological;
  - total cost - in addition to direct production costs, includes sales and management costs.
- According to the method of calculation:
  - Planned - calculated as the estimated volume of costs and estimated selling price;
  - Actual (accounting) - monetary expression of actual costs incurred at actual prices.

Co-funded by the Erasmus+ Programme of the European Union

3.3.3.1. Definition of production costs

The terms "economic effect" and "economic efficiency" refer to the most important categories of a market economy. The economic effect implies some useful result, expressed in price form, and the economic efficiency is the ratio between the results of economic activity and the consumption of living and material labour, resources. In contrast to the economic effect, economic efficiency is a relative value. It can only be determined by comparing the economic effect as a result of activities with costs that have caused this effect.

Co-funded by the Erasmus+ Programme of the European Union

3.3.3.1. Definition of production costs

Cost-effectiveness assessment is at the core of managing an enterprise's investment activity because the selection of investment projects is made according to the criterion of economic efficiency and the indicators that characterize it.

Each activity is characterized by a specific result that one has always sought to evaluate. With the development of manufacturing, especially on its industrial scale, this assessment, the desire to "get more for less" has provoked the emergence of the concept of production efficiency - as a separate serious component in studying the economics of organizations.

Co-funded by the Erasmus+ Programme of the European Union

3.3.3.1. Definition of production costs

- Efficiency - a relative indicator of performance and can only be a positive value. It is recommended that cost-effectiveness calculations to be made using the formula:
- **Efficiency (E) = (Result (R) / Cost (C)) * 100%**
- Costs (C) (inputs) and outputs (R) can be compared in different ways, and the indicators obtained have different meanings.
- Nowadays, different terms are used, differently characterizing the relation of the result with certain target attitudes - efficiency, expediency, economy, productivity, efficacy.
- Efficiency - a characteristic of processes and impact of a close managerial nature, which reflects above all the degree of achievement of the set goals, and therefore efficiency has only purposeful interaction.

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

Level: Entrepreneurial and managerial challenges in eco-farming

Module: 3
Unit 4 Trustworthiness and respect in business

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of content

Co-funded by the Erasmus+ Programme of the European Union

3.4.1. Interpersonal relationships with employees

Humans are a socially dependent creatures and this applies not only for their actual existence but for their business environment, too. Thanks to human knowledge, abilities and motivation, each individual is built as a person and has a place in the organization and in society as a whole.

The factors that influence the good relationships between the employees are reduced to: communication, loyalty, respect for the success of the employee, equality, giving opportunity for development.

These factors are key because all participants working in the firm or farm are motivated by a desire to develop.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1. Relationship with employees

The communication between the manager and the employee will increase the motivation to work and therefore to higher productivity.

Loyalty refers to specific relationships and is a state of a person caused by an attitude towards someone, a condition that characterizes certain behaviours recognized by others as loyalty, affection, etc.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.1. Health and safety in the working environment

Safe working conditions are conditions that allow the normal functioning of the human body and are expressed in requirements for the labour process. Safe conditions are a guarantee for the protection of the physical and mental integrity of the human body.

Ensuring health and safety in the workplace is an obligation of the employer and is regulated by a special law regarding occupational health and safety.

Co-funded by the Erasmus+ Programme of the European Union

Typical dangers in eco-farming (health and safety)

- **animals** – injuries inflicted by animals can include bites, kicks, crushing, ramming, trampling, and transmission of certain infectious diseases such as giardia, salmonella, ringworm and leptospirosis
- **chemicals** – pesticides and herbicides can cause injuries such as burns, respiratory illness or poisoning
- **confined spaces** – such as silos, water tanks, milk vats and manure pits may contain unsafe atmospheres, which can cause poisoning or suffocation
- **electricity** – dangers include faulty switches, cords, machinery or overhead power lines
- **heights** – falls from ladders, rooftops, silos and windmills are a major cause of injury
- **machinery** – hazards include tractors without roll-over protection structures (ROPS), power take-off (PTO) shafts, chainsaws, augers, motorbikes and machinery with unguarded moving parts
- **noise pollution** – noise from livestock, machinery and guns can affect your hearing
- **vehicles** – crashes or falls from motorbikes, two-wheel and quad bikes, tractors, utes and horses can result in major injuries
- **water** – drowning can occur in as little as five centimetres of water. Dams, lakes, ponds, rivers, channels, tanks, drums and creeks are all hazards. Young children are particularly at risk
- **weather** – hazards include sunburn, heat stroke, dehydration and hypothermia.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

3.4.1.1. Health and safety in the working environment

Bulgaria:

1. State policy for ensuring healthy safe working conditions
http://www.gli.government.bg/page.php?c=55&d=235

2. General obligations of the employer
http://www.gli.government.bg/page.php?c=55&d=228

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.1. Health and safety in the working environment

Greece:

Code of Health and Safety of Employees. Law 3850/2010 - Government Gazette A-84 / 2-6-2010 (Codified) - http://www.et.gr/idocs-nph/search/pdfViewerForm.html?args=5C7QrtC22wGYK2xFpSwMnXdtvSoClrL8TwVbdwpgUrXtIl9LGdkF53UIxsx942CdyqxSQYNuqAGCF0IfB9HI6qSYtMQEkEHLwnFqmgJSA5WIsluV-nRwO1oKqSe4BlOTSpEWYhszF8P8UqWb_zFijHLrG-XeecmfY2ZtjR7RPuPZWARiRsYJWcZLFEGCyd8r

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.1. Health and safety in the working environment

Slovenia:

Guidelines for the production of a safety declaration with a risk assessment for farmers ' include basic guidance on the preparation of a safety statement with a risk assessment, which requires the identification of hazards and the assessment of risks on farms and to identify measures and resources to ensure the safety and health of persons on farms.

http://www.osha.mddsz.gov.si/varnost-in-zdravje-pri-delu/informacije-po-dejavnostih/kmetijstvo

Maintenance in Agriculture - A Safety and Health Guide

https://osha.europa.eu/en/publications/reports/maintenance-in-agriculture-a-safety-and-health-guide

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.1. Health and safety in the working environment

Turkey:

1. Law on occupational health and safety

https://www.mevzuat.gov.tr/MevzuatMetin/1.5.6331.pdf

2. General obligations of the employer are stated in the Regulation on occupational health and safety

https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=5461&MevzuatTur=7&MevzuatTertip=5

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.1. Health and safety in the working environment

- The employer is obliged to develop and approve health and safety rules in the company / farm and to provide instruction and training to employees. Employer must provide special working clothes and personal protective equipment, as well as secure them with the machines they work with.
- The employer is also obliged to provide annual preventive medical examinations as well as carry out an enterprise risk assessment.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.2. Respect for employees

Respect is a concept that is expressed in the ability to value and honour a person, his words, deeds, even if his actions are not approved.

Respect means accepting the person as he is, not trying to change him. Respect for people also means the ability to understand and accept without paying attention to existing individual differences. We are equal members of society.

Without respect in interpersonal relationships, there would be a conflict of dissatisfaction.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.2.1. Conflict management

Conflict is one of the most common forms of organizational interaction and other relationships between people.

Mastering conflict management skills allow the leader to deal with conflict in a way that improves interpersonal relationships, solves problems and supports everyone’s success in their work.

Co-funded by the
Erasmus+ Programme
of the European Union

3.4.1.2.1. Conflict management

Stages of conflict

Depending on the particular nature of the conflict, its stages are also determined.

a) The onset of conflict - at this stage, it manifests as discontent, expressed in verbal form, unkind behaviour.

b) Conflict formation - at this stage, there is consolidation and expression, a claim on the opponent.

c) Bloom - counterparts are activated by action.

d) Attenuation or transformation - it is a stage of complete or partial expansion of the conflict, which results from the depletion of the resources of one or the other, reaching an agreement.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.2.1. Conflict management

Ways to manage conflict

There are several ways to manage and control conflicts:

a) Building credibility in the countries through an intermediary. The mediator aims at establishing contact between the parties and presenting a solution.

b) Determination of country structure and relationships. The mediator is obliged to participate actively in the settlement of the conflict

c) Details of the conflict. The mediator will be successful when dealing with the conflict in stages.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.2.2. Harassment and discrimination

Discrimination stems from Latin “discrimination”, which means "making a difference" to or towards an individual or group and treating them on the basis of class, category, race, ethnicity, religious affiliation, sexual orientation, and their personal qualities.

Under European law, employers cannot apply discrimination in the workplace, and employees have the right not to be discriminated.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.2.2. Harassment and discrimination

There are several cases covered by EU law:

- Direct discrimination - when the employer treats persons worse than anyone else in a comparable situation;
- Indirect discrimination when a practice, policy or rule that applies to everyone has an adverse effect on some people;
- Harassment - Consistent, purposeful, deliberate, repetitive behaviour by one or more hostile persons who wish to cause harm to others.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.2.2. Harassment and discrimination

- Harassment takes many forms - physical, verbal, coercive, ethnically diverse, sexual, cyber bullying.
- It can be described as unwanted behaviour, abuse, which is intended or creates a threatening, hostile, degrading or abusive environment.
- Incitement to discrimination is defined when a person incites another person to discriminate against a third party.
- Victimization occurs when people suffer from negative consequences because they have complained about discrimination.

Co-funded by the Erasmus+ Programme of the European Union

3.4.1.2.3. Social dialogue

Social dialogue is an essential element of the European social model. It enables social partners (representatives of employers and employees) to actively contribute - through agreements for formulating a European social policy on employment.

Co-funded by the Erasmus+ Programme of the European Union

3.4.2. Safety legislation and environmental protection

EU environmental policy is based on the precautionary principle - the principle of preventive action and the principle of pollution abatement at source, as well as the 'polluter pays' principle.

European directives on safety and health at work

- The OSH Framework Directive - https://osha.europa.eu/en/legislation/directives/the-osh-framework-directive/the-osh-framework-directive-introduction
- Workplaces, equipment, signs, personal protective equipment - https://osha.europa.eu/en/legislation/directives/workplaces-equipment-signs-personal-protective-equipment
- Exposure to chemical agents and chemical safety - https://osha.europa.eu/en/legislation/directives/exposure-to-chemical-agents-and-chemical-safety/
- Exposure to physical hazards - https://osha.europa.eu/en/legislation/directives/exposure-to-physical-hazards/
- Exposure to biological agents - https://osha.europa.eu/en/legislation/directives/exposure-to-biological-agents/
- Provisions on workload, ergonomical and psychosocial risks- https://osha.europa.eu/en/legislation/directives/provisions-on-workload-ergonomical-and-psychosocial-risks/
- Sector specific and worker related provisions - https://osha.europa.eu/en/legislation/directives/sector-specific-and-worker-related-provisions/

Co-funded by the Erasmus+ Programme of the European Union

3.4.2. Safety legislation and environmental protection

The European Parliament plays an important role in formulating EU environmental legislation. It calls for greater security of investment in support of environmental policy and for efforts to combat climate change, as well as to take greater account of environmental issues more and better; other policies.

Co-funded by the Erasmus+ Programme of the European Union

3.4.3. Integrity and high standards of professional behaviour

- Each profession adheres to universal values and to the specific values that set the framework for professional standards.
- The farmer must be competent in the field which they occupy, responsible for applying specific knowledge and experience. The basic skills are focused on maintaining and helping each other with other farm or organization employees.
- Honesty is a quality that every farmer must possess. Customers expect them to offer quality and timely production, not to be misled because of farmer’s desire for quicker and higher income.
- High standards of behaviour are determined by good customer service. Farmers need to be responsible for promoting the profession and work purposefully to build trust and respect for the profession.
- Competition stimulates the farmer's professional development. It is expressed on the basis of knowledge, experience and skills. It should avoid actions that undermine professional reputation.

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.1. Avoid conflicts of interest

- Conflict of interest means the conflict between the public duties and the personal interests of the employee, which may affect the performance of his or her duties
- Conflict of regulation
- Emphasis is placed on detecting the relevant conflict and finding solutions to reconciling or overcoming it
- Interests in its obvious variant is subject to through legal and moral-ethical standards

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.1. Avoid conflicts of interest

Measures used to prevent conflicts of interest are:

- identifying good practices to protect the interests of the company / farm;
- legislative rules to detect persistent and accidental conflicts of interest;
- adherence to the principles of responsibility, transparency;
- developing ethical rules at the farm / company;

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Intellectual products are products of intellectual, creative work - they have their value and create needs.

They can be converted into commodities and traded as such on the market.

They are privately owned but have the character of public goods without losing their value.

For example, in the food, beer and beverage industries.

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

- The quality of agricultural products and foodstuff is governed by Regulation (EU) № 1151/2012 of the EP and of the Council. A comprehensive quality policy of the individual products has been developed in order to reflect the specific qualities of the individual typical products on the market and to distinguish them from the other products in the stores.
- Labelling is done through the relevant EU symbols of protected designations, which include protected designations of origin, protected geographical indications, traditional specialties guaranteed and so-called optional quality terms (mountain product and island farming product).
- The registration of protected designations of origin or protected geographical indications in the European Register of Protected Designations of Origin and Protected Geographical Indications is carried out by the national competent authority for protected geographical indications and foods of traditional specific character in Bulgaria is the Ministry of Agriculture, Food and Forestry.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

- Manufacturers of a given product shall submit an application accompanied by the necessary documents, which shall comply with the legislation of the country concerned. After approval at national level, the documents are sent to the EC, where they follow the European procedure. Successful registrants are registered in the Official Journal of the EU and receive protection within the Union. There are 1400 registered agricultural and food products in Europe. All agricultural products and a number of processed foods can apply for protected names.
- The EU's common agricultural policy encourages producers to offer products with a protected geographical indication and traditional specialties guaranteed.

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Bulgaria:

- The Bulgarian Food Safety Agency carries out the official control over the use of protected geographical indications and foods of traditional specific character in accordance with Regulation № 6 of 5 May 2011 on the specific requirements for the official control over the use of protected geographical indications and foods that is traditionally specific. http://www.babh.government.bg/

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Greece :

Ministry of Rural Development and Food has appointed . Greece is following Regulation (EE)1151/2012 of 21 November 2012 on quality schemes for agricultural products and foodstuffs as well as, (EC)509/2006 and (EC)510/2006, which are merged into a single legal framework.

Since 1.6.2006, EL.G.O. DEMETER (former AGROCERT) http://www.elgo.gr/, has been authorised to grant certification to enterprises, to carry out controls in cooperation with the Directorates of the Rural Development of the Prefectures (http://www.minagric.gr/images/stories/docs/agrotis/POP-PGE/epik_daok_031016.pdf), to ensure compliance with the specifications, to certify the products in question as well as to keep a register of the enterprises approved for the usage of PDO and PGI indications (http://www.elgo.gr/index.php/quality-assurance-of-agricultural-products/certified-business-registers?lang=el).

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Slovenia:

Intellectual property, generally in agricultural products and foodstuffs is define in: National legislation, Specific agricultural products and foodstuffs, 16368. More detailed is all defined in:

https://www.gzs.si/zbornica_kmetijskih_in_zivilskih_podjetij/vsebina/Dokumenti/Nacionalna-zakonodaja/Posebni-kmetijski-pridelki-in-živila/16368

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Turkey:

The rules and legislation on protected geographical indications and traditional product names can be found at the following link:

https://www.turkpatent.gov.tr/TURKPATENT/laws/informationDetail?id=104

Industrial Property Code (in English):
https://www.turkpatent.gov.tr/TURKPATENT/resources/temp/4D59A7D3-A564-40A1-9C96-DB1E3D157E90.pdf

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

- **The protected designation of origin (PDO) identifies a product**:
  - originating in a specific place, region or, in exceptional cases, country;
  - whose quality or characteristics are due mainly or exclusively to a specific geographical environment with its inherent natural and human factors;
  - whose stages of production take place in the defined geographical area.
- **The Protected Geographical Indication (PGI) identifies a product**:
  - originating in a specific place, region or country;
  - whose quality, reputation or other characteristics are attributed primarily to its geographical origin;
  - at which at least one stage of the production process takes place in the defined geographical area.

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Examples

Bulgaria:

1. The protected geographical indication „Горнооряховски суджук” was registered by Commission Implementing Regulation (EU) № 1370/2011 of 21 December 2011 entering a name in the register of protected designations of origin and protected geographical indications [Горнооряховски суджук (Gornooryahovski sudzhuk) (PGI)], published in the OJ L 341 / 22.12.2011.

2. Protected geographical indication „Българско розово масло” was registered with Commission Implementing Regulation (EU) № 1020/2014 of 25 September 2014 entering a name in the register of protected designations of origin and protected geographical indications [„Българско розово масло”(Bulgarsko rozovo maslo) (PGI)], published in OJ EU, no. L 283 of 27.09.2014

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

- The regulatory sources are national and international. Regulation 2081/92 / EU on the protection of geographical indications and designations of origin for agricultural products and foodstuffs. Regulation 2082/92 / EU on the protection of traditional products and foodstuffs. The name of the origin is the name of the country, region, locality, with attributes and attributes due to the geographical environment.
- Signs and appellations of origin - geographical name (clearly delineated geographical area), presence of specific qualities or characteristics of the good, which is usually combined with the name of the product and the geographical area.

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Greece:

Chios Mandarin, Chios Masticha, Santorini split peas, etc.

(Complete database: http://www.minagric.gr/index.php/en/farmer-menu-2/pdo-pgi-tsgproducts-menu/listpdoproducts-menu)

For wines “e-Bacchus" is a database which lists the traditional terms protected in the EU in accordance with Regulation (EU) No 1308/2013: (https://ec.europa.eu/agriculture/markets/wine/e-bacchus/index.cfm?event=searchPTradTerms&language=EN)

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Slovenia:

- Quality schemes and protected agricultural products and foodstuffs:
- https://www.gov.si/teme/sheme-kakovosti-in-zasciteni-kmetijski-pridelki-in-zivila/
- In Slovenia, the area of geographical origin and intellectual property in agriculture is regulated by a number of regulations, for example as:
  - As a geographical indication or geographical origin for agricultural produce or foodstuffs in the Agricultural Act (Official Gazette of the Republic of Slovenia, no 54/00),
  - As a protected geographical origin, a recognised geographical indication or a recognised traditional designation in the wine and other Grape Products Act (Official Gazette of the Republic of Slovenia, Nos. 70/97, 16/2001),

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Turkey:

3. Protected designation of origin «Malatya kayısısı» was registered with EU Commission Implementing Regulation (EU) No: TR/PDO/0005/01221 of 07 July 2017 entering a name in the register of protected designations of origin and protected geographical indications (Malatya apricot) Published on 13.01.2017 (https://ec.europa.eu/agriculture/quality/door/registeredName.html?denominationId=11500)

4. Protected designation of origin «Aydın inciri» was registered with EU Commission Implementing Regulation (EU) No: TR/PDO/0005/01116 of 17.02.2016 entering a name in the register of protected designations of origin (Aydın fig) Published on 11.09.2015 (https://ec.europa.eu/agriculture/quality/door/registeredName.html?denominationId=8900)

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

The main difference between PDO and PGI is that while in PDO all stages of production from extraction of raw materials to production of the final product take place in the defined geographical area, in PGI at least one of the stages of production or preparation of the product should take place in the defined area. geographical area.

A food with a **Traditional Speciality Guaranteed** (TSG) describes a specific product or food that:

(a) is the result of a method of manufacture, processing or composition which conforms to traditional practice for that product or that food, or

(b) is produced from raw materials or ingredients traditionally used for it

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

The optional quality term "mountain product" shall be used only to describe products intended for human consumption for which:

- (a) at the same time, raw materials and feed for farm animals come mainly from mountainous areas;
- (b) in the case of processed products, processing shall also take place in mountain areas.

The mountain product can be of animal origin, of plant origin or a beekeeping product.

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Regulation (EU) (1151/2012 of the European Parliament and of the Council of 21 November 2012 on quality schemes for agricultural products and foodstuffs.

https://eur-lex.europa.eu/legal-content/BG/TXT/?uri=CELEX%3A32012R1151

Co-funded by the Erasmus+ Programme of the European Union

3.4.3.2. Intellectual property in eco farming

Examples from Bulgaria - Merlot from Stambolovo, Mavrud from Asenovgrad and others. Indications of origin do not require a link to the quality of the product but to the place of production.

- Registration of geographical indications - the right to apply for a geographical indication is granted to anyone who manufactures in a particular geographical location and whose products meet the established quality requirements.

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

Level: Entrepreneurial and managerial challenges in eco-farming

Module: 3
Unit 5 Promoting group entrepreneurship

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of content

Co-funded by the Erasmus+ Programme of the European Union

3.5.1. Definition of group entrepreneurship and co-operative entrepreneurship

The origin of the term entrepreneurship and entrepreneur must be searched for in the French word “entrepreneur”, which means intermediary or opportunity finder.

- The basic elements of the entrepreneurial process are: idea (innovation), beginning of the process, realization of intentions, growth.
- The factors that influence the entrepreneurial process are: personal characteristics, social characteristics and organizational characteristics.
- The development of entrepreneurship in a country is closely dependent on the so-called business environment.
- Economic, political, socio-cultural, technological, environmental and geographical conditions are preconditions for the development of entrepreneurship.

Co-funded by the Erasmus+ Programme of the European Union

3.5.1. Definition of group entrepreneurship and co-operative entrepreneurship

- Entrepreneurial activity is the independent activity of citizens or civil associations operating on their own risk and responsibility for profit.
- From a socio-psychological point of view, entrepreneurial activity is a means of realizing one's personality, achieving independence, striving for wealth and prestige.
- Depending on the place they occupy, the functions they perform and the behaviour they have in an enterprise, the business entities are divided into sole proprietors, internal contractors, co-entrepreneurs, entrepreneurial associates and simply hired workers.
- Depending on the participants in the entrepreneurial process, entrepreneurship is individual and collective / group.

Co-funded by the Erasmus+ Programme of the European Union

3.5.2. Types of cooperative entrepreneurship

- Group entrepreneurship is carried out by a collective - two or more persons or organizations.
- As a rule, group entrepreneurship is a concentration of capital and responsibility. Disadvantages can be cited as disagreements between participants, profit distribution among them.
- The cooperative is managed by a General Assembly, which elects the Management Board and the Chairperson, as well as the Control Board. The elected bodies of the General Assembly manage between the reporting and election meetings. The General Meetings are attended by co-operative members and the Management Board, together with the Chairperson, are obliged to perform.

Co-funded by the Erasmus+ Programme of the European Union

3.5.2. Types of cooperative entrepreneurship

There are several types of cooperative entrepreneurship.

According to the property owners and the goals set:

- Collective ownership and collective purpose
- Collective ownership and individual goals
- Individual property and individual goals
- Individual ownership and collective goals

Co-funded by the Erasmus+ Programme of the European Union

3.5.2. Types of cooperative entrepreneurship

According to the property:

- Traditional cooperative
- Private equity co-operation
- Cooperation with other subsidiaries Proportional
- Shares Co-operation
- Cooperative Joint Stock Company

Co-funded by the Erasmus+ Programme of the European Union

3.5.3. Main characteristics of a cooperative company

Cooperation as a means of stimulating the entrepreneurial process in agriculture.

The world agrarian cooperative science offers models of cooperation that stimulate the entrepreneurial process in agriculture.

Cooperation is a means of stimulating the entrepreneurial process in agriculture. It is a community that is democratically governed and a way of mutual assistance. Cooperation is a means of satisfying the individual interests of the entrepreneur. Entrepreneurs can choose partners, resources, market and production structure independently.

The advantages of cooperation are:

- business is organized - economic role,
- improves the social, cultural and economic status of its members.

Co-funded by the Erasmus+ Programme of the European Union

3.5.3. Main characteristics of a cooperative company

Cooperation has several functions:

a) economic functions - associated with market success and economic success

b) Community - related social functions and individual realization.

The result of cooperation is an improvement in the standard of living.

Co-funded by the Erasmus+ Programme of the European Union

3.5.4. Legal environment

In economic theory and business practice different classifications are made according to certain criteria and characteristics. The essential ones are related to the participants, the form of ownership, the industry, the size of the enterprise, the way of incorporation and more.

Co-funded by the Erasmus+ Programme of the European Union

3.5.4.1. Legal forms used

Depending on the form of ownership, the following differ:

- state
- private
- cooperative
- municipal or public enterprises and organizations
- private trader, individual
- limited liability companies Ltd.- is formed by two or more partners with capital formed by their company contributions.

Co-funded by the Erasmus+ Programme of the European Union

3.5.4.1. Legal forms used

The formation of limited liability companies is accomplished by signing a company agreement, which describes the rights and obligations of the partners and the main activity they will carry out.

- Joint Stock Company - for attracting and operating a large amount of capital. It limits the economic risk of participants in carrying out an activity. The joint stock company is widespread in all market economy countries.
- Limited Liability Company - hybrid capital company. Affiliates may be natural or legal persons who, through mutual assistance and cooperation, carry on business activities to satisfy their economic, social and cultural interests.
- Public enterprises - state and municipal.

Co-funded by the Erasmus+ Programme of the European Union

3.5.4.2. Organizational forms

- The organizational structure shows how farm management is organized. Traditional organizational form refers to linear and functional.
  - linear is such a management structure in which all management activities are performed by one person.
  - functional structure. This type of organizational structure consists of specialists or functional units.

Co-funded by the Erasmus+ Programme of the European Union

3.5.4.2. Organizational forms

The dynamics there are of external and internal factors are increasing, types of adaptation to changing two conditions:

1. By reorganization
2. Through flexible organizational forms

Co-funded by the Erasmus+ Programme of the European Union

3.5.4.2. Organizational forms

There are several types of real-life organization structures that can be classified into the following:

1. Functional Oriented Structure - A functional structure divides the organization into departments based on their function. Each is headed by a functional manager and employees are grouped as per their role.
2. Territorially-oriented structure - A territorially-oriented structure divides the organization into a specific area of work activities of the employees
3. Production-oriented structure - a framework in which a business is organized in separate divisions, each focusing on a different product or service and functioning as an individual unit within the company.
4. Client-oriented structure - emphasizes the increasing importance of customer satisfaction and loyalty, which have stimulated companies / farms to search for organizational ways to better serve their customers

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

Level: Entrepreneurial and managerial challenges in eco-farming

Module: 3
Unit 6 Enhancing and managing efficiency in production

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of content

Co-funded by the Erasmus+ Programme of the European Union

3.6.1 Definition of Production efficiency

- Efficiency is seen as a major economic category. It reflects causal relationships in quantitative and qualitative terms between results and costs or resources for obtaining them.
- Efficiency is the ratio between the result of the activity and the resources used, cost efficiency or result / resources, resource efficiency. Effect means a certain consequence, a consequence of a company activity. The economic efficiency of the business activity of a company / farm should be understood as the saving of live and material labour in the production of certain products or the provision of services.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.1. Essence of Production Efficiency

- Performance is the result of maximizing economic performance per unit of resource used. Efficiency is reflected in the implementation of the least costly resources. Private organizations (companies, farms) establish separately the efficiency of production and the efficiency of management.
- In these organizations, the effectiveness of management is examined, measured and evaluated in direct relation and dependence on production efficiency.
- Management effectiveness in private organizations is limited to obtaining maximum production results with minimal labour and production costs.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.1. Essence of Production Efficiency

- Cost-effectiveness is a generic term in economics, describing how a production system manages to generate the most desired volume of finished product at limited and predetermined quantities of production factors and technology used.
- Production efficiency is when the manufacturer creates his production using the best available technology with an optimal combination of factors and a minimum cost level.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.1. Essence of Production Efficiency

There are two specific conditions that must be fulfilled in order to achieve production efficiency, namely:

- **First**: business units need to function and their production is at the level of their cost curves, not above them. If a business unit makes a short-term decision on its production, then the latter must lie on the lowest short-run cost curve. If it is to make a long-term decision about its production, it must lie more than above the company's long-run cost curve. If this is not the case then there is a more economical way for the business unit to produce the product. This type of efficiency is often called X efficiency.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.1. Essence of Production Efficiency

- **Second:** business units in an industry should have the same level of marginal cost, i.e. the marginal cost of producing the last unit of end product must be the same for each firm in the industry. Every profit-maximizing enterprise would like to produce whatever product it produces at the lowest cost. If this is not achieved, then the economic system will have missed profits due to costs incurred

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.1. Essence of Production Efficiency

Allocative efficiency includes the concept of production efficiency, but it requires production structures to produce the most consumer-friendly output. We are talking about it when the allocation of resources cannot be altered in order to improve the well-being of an entity without worsening the status of another. The redistribution of resources implies the production of more than one commodity and the reduction of the production of others – i.e. change in product mix. If an economic system has a perfectly competitive market organization, distributive (allocative) efficiency is realized through it.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.1. Essence of Production Efficiency

The competitive market mechanism leads to:

- Effective allocation of scarce resources between companies / farms;
- Effective distribution of products among consumers;
- Optimal combination of production result;
- Society strives to use resources to maximize wealth;
- Efficiency is characterized by the prevention of loss of resources.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2. Performance indicators

An indicator is a quantitative characteristic of an individual element of the financial position, performance or financial results obtained in the financial and accounting analysis. The scorecard is used in practice because of the complexity of modern production. There are two main indicators and they are:

- cost effectiveness ratio = revenue / expense.

There are two types of costs: current costs (production and sales costs, which are constantly incurred throughout the year and characterize the cost of production) and lump sums (advanced capital, investment, innovation, etc.).

- revenue efficiency ratio = cost / revenue. Revenues can be from product sales, services rendered or other activities.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2. Performance indicators

There are several summary indicators:

a) labour productivity - LP = Q / T, where Q is volume production and T-production time (man-days, man-hours)

b) MDA load factor - LF = Q / MDA, where Q-year production volume in currency unit or the indicator is measured - capital intensity: CI = Q / OK, OK-average annual value of fixed capital, and Co-capital investment. The reciprocal values of these two indicators also find application such as stock absorption (1 / LF) and capital absorption (1 / CI).

c) material characterization (MCH = Q / MC, where Q-quantity of production produced in 1 year and MC-consumed materials for the same period) and material absorption (1 / MA) are used to characterize the objects of labour.

d) Along with these indicators, in practice, the indicators of profit, profitability, cost and quality of production are widely used.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2. Performance indicators

Profit is one of the priority goals of every company, and the profitability measures the efficiency of a company. Profitability is also one of the main indicators for the efficiency of the production activity of the company and is defined as the ratio of the financial result (profit) and the costs or resources spent to obtain it (capital, investments, assets, etc.). Depending on the ratio of financial result and cost / resources, various types of efficiency are determined, the most basic ones of which are:

- profitability of revenue: PR= (FR / SR) .100, where SR - sales revenue, FR- financial result
- return on equity: Re= (FR / OC) .100, where OC is own capital
- profitability of attracted capital: PAC = (FR / AC) .100, where AC is attracted capital.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2.1 Classification of factors

- Each company has a structure that is defined by different functions, type of production and specialization.
- In order to make sound management decisions, it is important to classify all factors in order to increase production efficiency. This will allow priorities to be identified as well as the responsible persons.
- The factors are divided into:
  - external ones, meaning those that affect in the short term and are not controlled by farm / company management team
  - internal, those under the control of the company / farm management team.
- The interconnection of labour, capital and the social environment are linked together.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2.1 Classification of factors

Each production process consists of sequential elements and is classified into four groups:

- Beginning of the process - factors related to the resources spent;
- Process - output resources are transformed into finished products;
- Result - output for sale and services;
- Feedback - measurement of the result.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2.2 Factors of efficiency related to production resources

- The efficiency of the company's work depends on the external economic, social and political conditions. They are also related to the infrastructure that influences the efficiency and decision making of the company management.
  - Workforce - it is the most valuable resource
  - land is a major resource and an important factor in efficiency. Land usage must be state policy. Increasing farm productivity can accelerate erosion or fertilization and cause environmental pollution.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2.3. External factors

External factors can be classified as follows:

a) Business activity and structural changes:

- Competition, business management
- Change in the structure of capital
- Scaling up production
- Demographic change
- Social change

b) Resources

- Workforce - education, mobility of workforce, cost of the workforce
- Access to finance
- Access to national resources - land-availability

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2.4. Internal factors

a) Internal factors are related to output resources such as:
- investment
- energy carriers
- technology and know-how
- product design
- recruitment

b) Factors related to the production process
- workforce: motivation, training
- technology used in buildings and equipment
- working methods
- dimensional-feedback analysis
- system of company / farm and management style

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2.5. Internal factors related to input - output resources

The main factors related to output resources can be grouped as follows:

- capital investments, production buildings, equipment- includes the volume and structure of investments.
- energy-enhancing performance indicators depend on the quality of the materials used
- Technology criteria and know-how criteria must be considered when choosing a suitable technology (economic benefit, environmental protection, etc.).
- workforce - is a major resource. When hiring, attention is paid to qualifications and level of education, attitude to work, health status of staff.

Co-funded by the Erasmus+ Programme of the European Union

3.6.1.2.6 Internal factors of production process

The efficiency of the production and management of the organisation is a crucial stage, because the available resources are transformed into finished products.

The main internal factors in the production process are related to the workforce and the judicious usage of labour resources. Workers could voluntarily or involuntarily influence the duration of the technological process, such as - delays in the working process, accidents, occupational diseases.

Co-funded by the Erasmus+ Programme of the European Union

3.6.2. Management of the resources

- The management of material resources is important for the synchronization of the flows of materials - in assortment, quantity and place.
- Management of intangible resources can be reduced to several main groups:
  - Planning for material resource needs - their quality characteristics, quantity, periodicity of entering the enterprise are determined
  - Control of material resource management processes

Co-funded by the Erasmus+ Programme of the European Union

3.6.2.1. Efficiency of the management process

The effectiveness of the management process is determined by:

1. Adaptation of the organization to the environment
2. Setting up and achieving goals
3. Integration and coordination of farm (enterprise) activities
4. Preserving the social structure and development of the organization.

Co-funded by the Erasmus+ Programme of the European Union

3.6.2 Management of the resources
3.6.2.1. Efficiency of the management process

Farm managers need to look for appropriate methods to increase the quality and quantity effects, find reserves for the implementation of management policy with scarce resources.

To achieve efficiency, it is necessary to define goals, plan tasks at work. Lack of strategic planning increases tension and stress.

Planning is closely linked to other management functions. The close link between planning and control leads to improvement of positioning of the company among the competitors.

Co-funded by the Erasmus+ Programme of the European Union

3.6.2.1. Efficiency of the management process

There are several ways to increase production efficiency:

- the production process is carried out quickly without reducing the quality of the products
- control of the materials used
- analysis of the market needs
- storage time consideration

Co-funded by the Erasmus+ Programme of the European Union

3.6.2.2. Performance indicators to be used

The Organization for Economic Co-operation and Development (OECD) defines the indicator as "*a quantitative or qualitative factor or variable that provides an easy and reliable means of measuring achievement, reflecting changes related to an intervention, or helping to evaluate the performance of a development actor*". When developing the indicators, the following requirements must be met:

- Comprehensiveness - with a large range of measured characteristics
- High degree of accuracy - minimum deviations of the measurement from the objective reality
- Information security - availability of accessible data of objective nature
- Usefulness of the collected information- provides important information for decision-makers in terms of facilitating management processes

Co-funded by the Erasmus+ Programme of the European Union

3.6.2.2. Performance indicators to be used

- Important indicators should depend on the goals of the company / farm, on what needs to be achieved over a period of time. A key indicator could be the expansion of customer groups, increased sales, increased revenue, increased market share and asset management efficiency.

Co-funded by the Erasmus+ Programme of the European Union

3.6.2.3. Tips for less material consuming production process – 9 tips

1. Perform a Complete Assessment – a thorough and realistic assessment of all production facilities should be the first step taken when tackling any problem of the farm / company
2. Prioritize Return on Experience - If production process can be moved around in order to invest more in the areas that will ultimately improve interactions with customers and provide measurable results, it’s worth looking into to improve standing within the agriculture industry.

Co-funded by the Erasmus+ Programme of the European Union

3.6.2.3. Tips for less material consuming production process

3. Seek Improvement from Within - Rewarding employees with a percentage of the cost savings from their improvement ideas is a great way to fuel their willingness to search for additional ways to save.

4. Reconsider Old Ideas

5. Follow the required Quality Standards, applied in agriculture sector

6. Reduce Energy Consumption

Co-funded by the Erasmus+ Programme of the European Union

3.6.2.3. Tips for less material consuming production process

7. Work Smarter Through Automation

8. Sell Scrap to Vendors - many manufacturers can also find a liquidator to take it off their hands and manage the sale of it, while also putting cash in their pocket

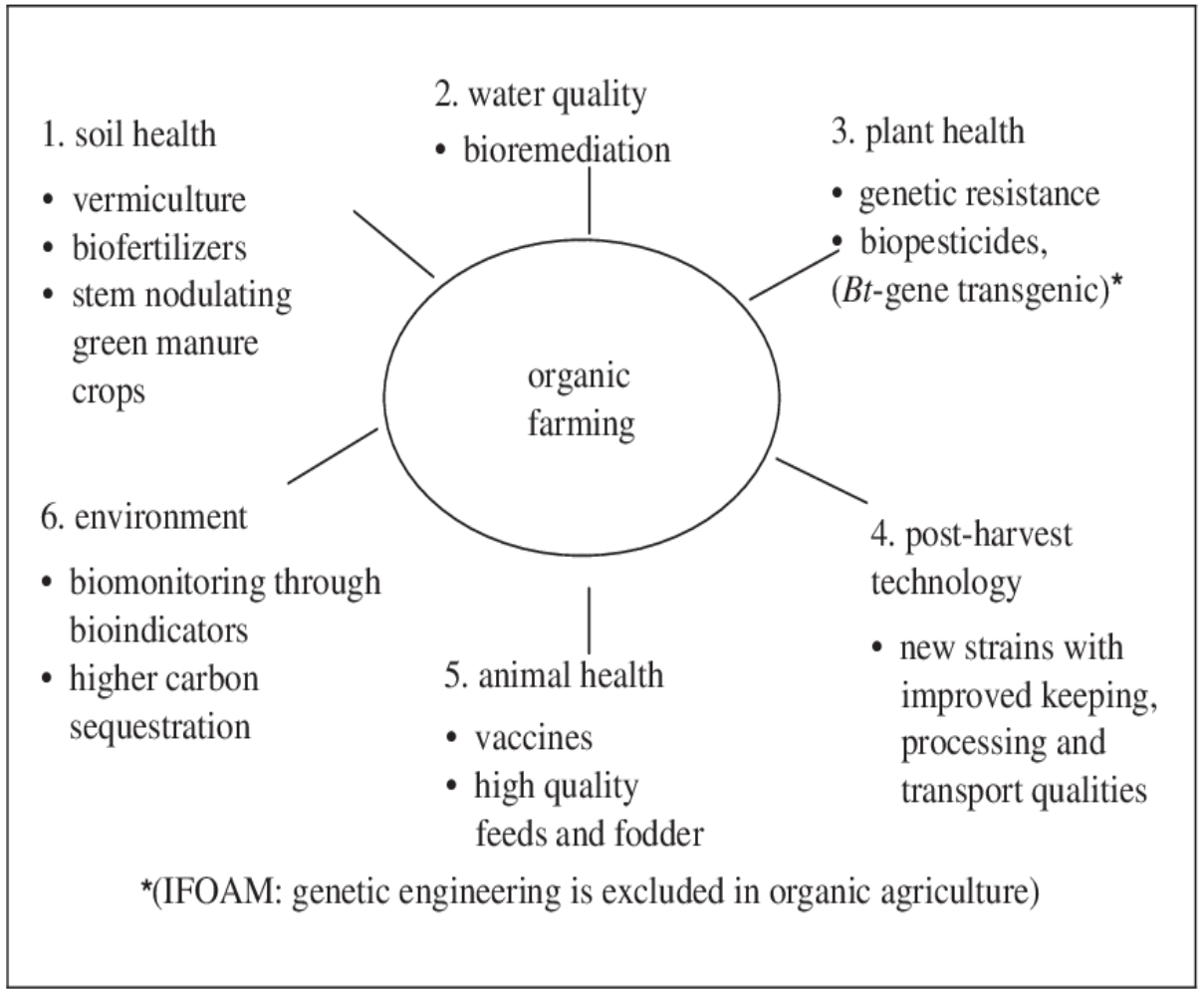
9. Negotiate with Suppliers and Freight Carriers

Co-funded by the Erasmus+ Programme of the European Union

3.6.3.1. Strategies for overcoming of ecological and economic problems

The main idea of the strategies for overcoming of ecological and economic problems is in re-shaping of the relationship between farming and the ecosystems.

Most countries in the world use scarce natural resources. Therefore the sustainable development meets the needs of the population at present, but does not jeopardize the future.



Co-funded by the Erasmus+ Programme of the European Union

3.6.3.2. Resource shortage

- EU policy supports sustainable growth by promoting water and waste management, environmentally friendly and innovative clean technologies, as well as measures to protect the air, biodiversity and nature.
- The EU has the ambition to implement new policies and initiatives related to climate change, overuse of natural resources and pollution.
- Many measures have been taken by the EU, including wastewater treatment, waste recycling, development of green infrastructure.

Co-funded by the Erasmus+ Programme of the European Union

3.6.3.2. Resource shortage

- The main ways to reduce the use of energy in companies / farms are:
  - Improvement of technological processes and introduction of more modern and high-tech processes;
  - Improving production efficiency by using appliances and machines that save electricity;
  - Automation of technological processes in agriculture;
  - Introduction of non-waste technologies

Co-funded by the Erasmus+ Programme of the European Union

3.6.3.3. Reproduction of natural resources

- Natural resource reproduction - these are production resources that can be restored as a natural process in the long run. Continuous restoration of soil fertility, forests, maintaining air purity, etc.
- If scales of use increase, reproduction can be difficult to achieve. There are natural resources that cannot be restored. Renewable resources that can be recovered after use.

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

Level: Entrepreneurial and managerial challenges in eco-farming
Module: 3
Unit 7 Managing eco-farm businesses according to long-term plan

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of content

Co-funded by the Erasmus+ Programme of the European Union

3.7.1. Definition

- Eco farms or individuals set goals that they must achieve through their activities. The driving force behind this activity is management.
- Management is understood to mean the management of the socio-economic system (organization, firm, farm, eco farm).
- Management refers to the accomplishment of the necessary actions in an organization by the people through the resources: equipments, raw materials, and capital in order to achieve the set goals.
- The management activity determines the direction of actions of the eco farm / farm, by coordinating the individual activities in it through the managed activity of the managers.

Co-funded by the Erasmus+ Programme of the European Union

3.7.2. Types of management functions

The management process consists of four basic functions:

- planning
- organizing
- leading
- controlling

All of them are logically related.

Co-funded by the Erasmus+ Programme of the European Union

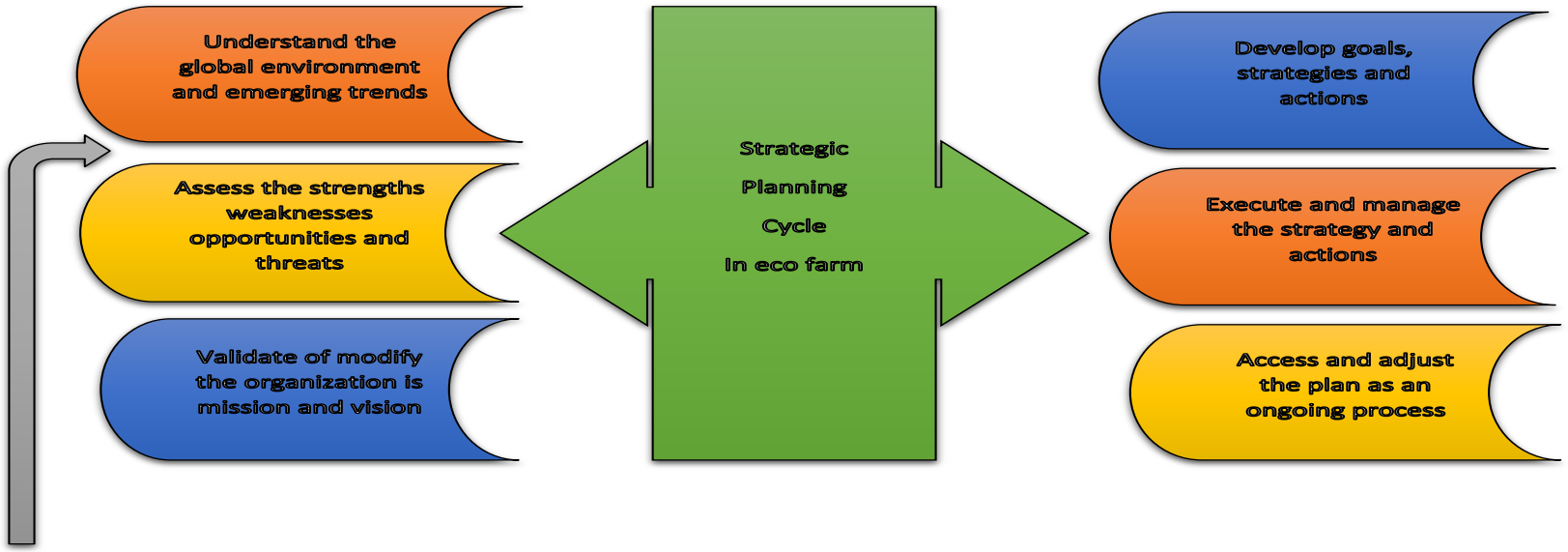
3.7.2.1. Planning

Planning or planning process is the purposeful activity to achieve the goals, including goal setting. The planning process includes three interrelated and differently oriented processes - *strategic* planning process (for a period of 3-5 years), *tactical* planning process - for a period of 1-2 years, resulting from the strategic and *operational* planning process for a period of less than 3 months, resulting from the tactical.

Co-funded by the Erasmus+ Programme of the European Union

3.7.2.1. Planning

The plan - it is a framework for achieving the goals set, including the necessary resources, deadlines and line managers. Plans are classified into strategic, tactical and operational plans.



INPUT FORM:

- Leadership
- Workforce
- Stakeholders

Co-funded by the Erasmus+ Programme of the European Union

3.7.2.1. Planning

Goals can be distinguished by different features:

- According to the time distance: strategic, tactical and operational.
- According to the content of the activity: economic, technical and social.

The goals should be realistic ones, resourced, measurable, bound.

The planning of the activities aims to choose the most economically efficient one, which is in accordance with the market and the own capabilities of the eco-farm, resources, staff, etc. Most eco-farms in the EU are small family businesses. Usually the owner is also a manager who has to set the goals of the business. For example, with the limited capital available to the eco-farm, maximum profit cannot be achieved. In this case, it is more important for the farmer to increase the size of the farm, even at the expense of profit. One of the goals is to provide employment for family members and their cohesion.

Co-funded by the Erasmus+ Programme of the European Union

3.7.2.2. Processing

Organizing is the second major management function. Once the relevant plans (equipment, materials, personnel) have been drawn up, they must be appropriately combined. Organisational process involves designing the structure of the relationship within the enterprise, the tasks and the authority to fulfil the plans that have been developed. Organization is the set of all management actions necessary for the rational allocation of available production factors. There is a difference between "organizing" as a management function and "organizing" as a structure.

Co-funded by the Erasmus+ Programme of the European Union

3.7.2.2. Processing

"Organization" is a function that relates to the dynamics, modification and ordering of the elements of the farm system. Within the farm: these are spatial boundaries, orderliness and relationships between the production, economic, legal and social subsystems. Based on the interconnection of the four subsystems, equilibrium or homeostasis of the system is achieved. Without this, the farm cannot fulfil its main objectives. Therefore, through the "organizing" function, an entity fulfils its intended goals. This function is also associated with continuous modification of both the elements and the system to meet the requirements of the external environment. "Organization" is an expression of a well-formed structure and relatively constant order and relationships of the elements of the system.

Co-funded by the Erasmus+ Programme of the European Union

3.7.2.2. Processing

In order to exists in a market economy, the farm must improve its production technology, change the type of equipment, varieties and breeds, improve the skills of the workforce, etc. All this is related to many changes in the production and economic subsystems as well as in the social ones. Investments can be used to upgrade the farm's logistical facilities through which it can produced more efficiently, responding to the needs of consumer’s requirements.

Co-funded by the Erasmus+ Programme of the European Union

3.7.2.3. Leadership

- The role and behaviour of the leader are very important as this function is related to the effects on the people within the organization.
- Managers perform relevant tasks, based on the rights and responsibilities they have and which are recorded in their job profiles. Leadership is an activity and behaviour that takes into account the interests and needs of the people, motivating them to perform their assigned tasks in the best way and to develop their potential and creativity for their own benefit and the benefit of the whole organization. The important attributes of leaders are: understanding the people, their needs and potential; to take responsibilities at the right time; be reachable and sociable; to present clearly and accurately the tasks; to motivate their employees.

Co-funded by the Erasmus+ Programme of the European Union

3.7.2.4. Control

Control is a basic management function that provides feedback between the planned and achieved results (goals) in a company. There are several types of controls that can be summarized in three main areas:

a) Market control - it is applied in the conditions of developed market competition, in which the main lever is the price. This principle is most suitable for some modern business organizations - independent units, subsidiaries, etc., with their products being evaluated by the market.

b) Administrative control - this type of control is used in organizations.

c) Clan control - it allows an organization to base its culture on values and beliefs, and to operate like a family.

Co-funded by the Erasmus+ Programme of the European Union

3.7.2.5. Regulation

- One of the most important goals of management is to maintain and improve the state of orderliness, organization of the management and control subsystem. This is done through the adjustment function.
- Company regulations list the rules on all kind of protection, including accident prevention. Company regulations supplement the management systems.

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

Level: Entrepreneurial and managerial challenges in eco-farming
Module: 3
Unit 8 Using specialized software

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of content

Co-funded by the Erasmus+ Programme of the European Union

Introduction

Modern agriculture operates on the same principles as any business, aiming at a constant reduction in the cost of production and productivity, at a low cost of materials.

In the twentieth century, these goals were achieved with classical tools, including the use of agricultural machinery, productive varieties, high-yielding animal breeds, rational agro-technological methods. These methods are still used today, but new tools are emerging that can assist the farmer in his work. Satellite and computer technologies are starting to be more and more advanced and becoming widely available and usable in agriculture.

Co-funded by the Erasmus+ Programme of the European Union

3.8.1. Software used in livestock breeding

Globalization has a powerful impact on the competition in livestock breeding. Everywhere, the concern for high quality products encourages breeders to seek more rational solutions through new technologies, adhering to the requirements in all processes. The enlargement of farms has made their management even more complex and dependent on innovative techniques.

In livestock breeding, software solutions help breeders more efficiently to organize production and maximize farm output through three-level monitoring - administrative, technical and financial.

Co-funded by the Erasmus+ Programme of the European Union

3.8.1. Software used in livestock breeding

Examples:

- Animals can be identified and recorded with tracking devices such as ear tags, microchips and scanners;
- Preparation of reports on weight, nutrition, vaccination and breeding;
- Management of special documents such as animal passports, identification forms, farm register;
- Ensuring biosafety, environmental and quality standards, as well as many other operational and financial management activities integrated into a single planning, control, tracking and reporting packages.

Co-funded by the Erasmus+ Programme of the European Union

3.8.1. Software used in livestock breeding

Examples:

1. Identification of animals

In accordance with Council Directive 92/102 / EEC on the identification and registration of animals:

https://op.europa.eu/en/publication-detail/-/publication/3e6482d9-e725-43ac-897f-88eeb7a1b4f6/language-bg

2. COMMISSION REGULATION (EC) № 933/2008 of 23 September 2008 amending the Annex to Council Regulation (EC) № 21/2004 as regards means of animal identification and the content of animal movement documents:

https://eur-lex.europa.eu/legal-content/BG/TXT/PDF/?uri=CELEX:32008R0933&from=FR
https://eur-lex.europa.eu/legal-content/BG/TXT/?uri=CELEX%3A32008R0933

Co-funded by the Erasmus+ Programme of the European Union

3.8.1. Software used in livestock breeding

For Bulgaria: Bulgarian legislation regulated by Regulation № 61 of May 9, 2006 on the terms and conditions for identification of animals, registration of livestock farms and access to the database of identified animals and registered sites:

https://www.lex.bg/laws/ldoc/2135528732

The identification of farm animals is done by ear tagging. Often, plastic tiles with different shape, plasticity, colour and size are used, which are placed on one or both ears of the animal. The trademark must be protected against counterfeiting and cannot be reused. It must not cause pain or harm to the animal.

The inscription begins with BFSA (Bulgarian Food Safety Agency), followed by BG and contains a numeric code up to 12 characters.

The ear tag is yellow and it is placed in the middle third of the ear.

Ear tags for cattle

Co-funded by the Erasmus+ Programme of the European Union

3.8.1. Software used in livestock breeding

Large ruminants are identified by one ear tag on each ear. The two ear tags contain the same unique identification code, which is laser inscribed on both parts of the brand. The ear tag intended for the Large ruminants shall bear a number of 10 symbols with the following information:

- on the first line it contains the characters relevant for Bulgaria - BG and the code of the administrative area (from 01 to 28);
- on the second line a 6-digit serial number starting from 000 001 to 999 999.

Small ruminants are marked with two animal marks. The inscribed number of the mark bears a number of 12 symbols with the following information:

- on the first line it contains the characters relevant for Bulgaria - BG , the code of the administrative area (from 01 to 28) and the sign D, indicating that it refers to the small ruminants;
- on the second line a 7-digit serial number starting from 0 000 001 to 9 999 999.

Co-funded by the Erasmus+ Programme of the European Union

3.8.1. Software used in livestock breeding

Pigs are marked with a mark on the left ear. The inscribed number of the mark bears a number of 12 symbols with the following information:

- on the first line it contains the characters relevant for Bulgaria - BG , the code of the administrative district (01 to 28) and the sign S indicating that it refers to pigs;
- on the second line a 7-digit serial number starting from 0 000 001 to 9 999 999.

The code of the administrative district is from 1 to 28 and is determined by the alphabetical order of the districts in Bulgaria. In 2006, the National Veterinary Service introduced a single code for the whole country - BG30.

When the ear tag is placed, it is entered in the electronic database for identification of animals and registration of livestock farms. With the number inscribed on it, the data contains: the date of birth, type, sex, breed, purpose, etc.

The movement of unidentified animals to markets, slaughter houses, exhibitions, competitions and other livestock sites and settlements is not permitted.

Co-funded by the Erasmus+ Programme of the European Union

3.8.1. Software used in livestock breeding

Farm control software maintains:

- Register of animals
- Storage and processing information about each animal:
  - cardboard wit information about each animal in the eco farm
  - history of ownership and migration within the eco farms
  - control of productive qualities
  - entry in numerous genealogical books
  - printing of zoo-technical certificate, passport.

Co-funded by the Erasmus+ Programme of the European Union

3.8.1.1. Identification of eco-farm animals

- Innovative livestock farm software that allows to enter data for each animal. It can be used to trace the animal's transition to other group, fertilization, birth, nutrition through individual ration, the quantity and quality of milk.
- The software can read and supplement farm-related administrative documents without errors.
- For integrated livestock management systems, an individual system, ear tags, linkage with scales to track animal growth, and linkage to specialized equipment are applied. With this software, the farmer has a detailed management report through which he can manage each subsequent step.

Co-funded by the Erasmus+ Programme of the European Union

Examples

- Turkey
  - ProÇift - http://www.algantarim.com/index.php/urunlerimiz/suruyonetimyazilimi
  - ProFarm:
    - Software: http://www.automilk.com.tr/index.php/urunlerimiz/suru-yonetim-sistemi/suru-yonetim-yazilimi
    - Mobile App: http://www.automilk.com.tr/index.php/urunlerimiz/suru-yonetim-sistemi/mobil-uygulama
- Slovenia
  - Identification and registration of animals - software (national level): https://www.gov.si/podrocja/kmetijstvo-gozdarstvo-in-prehrana/veterinarstvo/identifikacija-in-registracija-zivali/
  - Identification and registration of animals - software (regional level): http://www.kgz-ptuj.si/oddelek-za-zivinorejo/identifikacija-in-registracija-zivali

Co-funded by the Erasmus+ Programme of the European Union

Examples

- Greece
  - In Greece, all livestock registrations are being handled and processed through the e-services of Ministry of Agriculture, which is available at the following address: http://e-services.minagric.gr

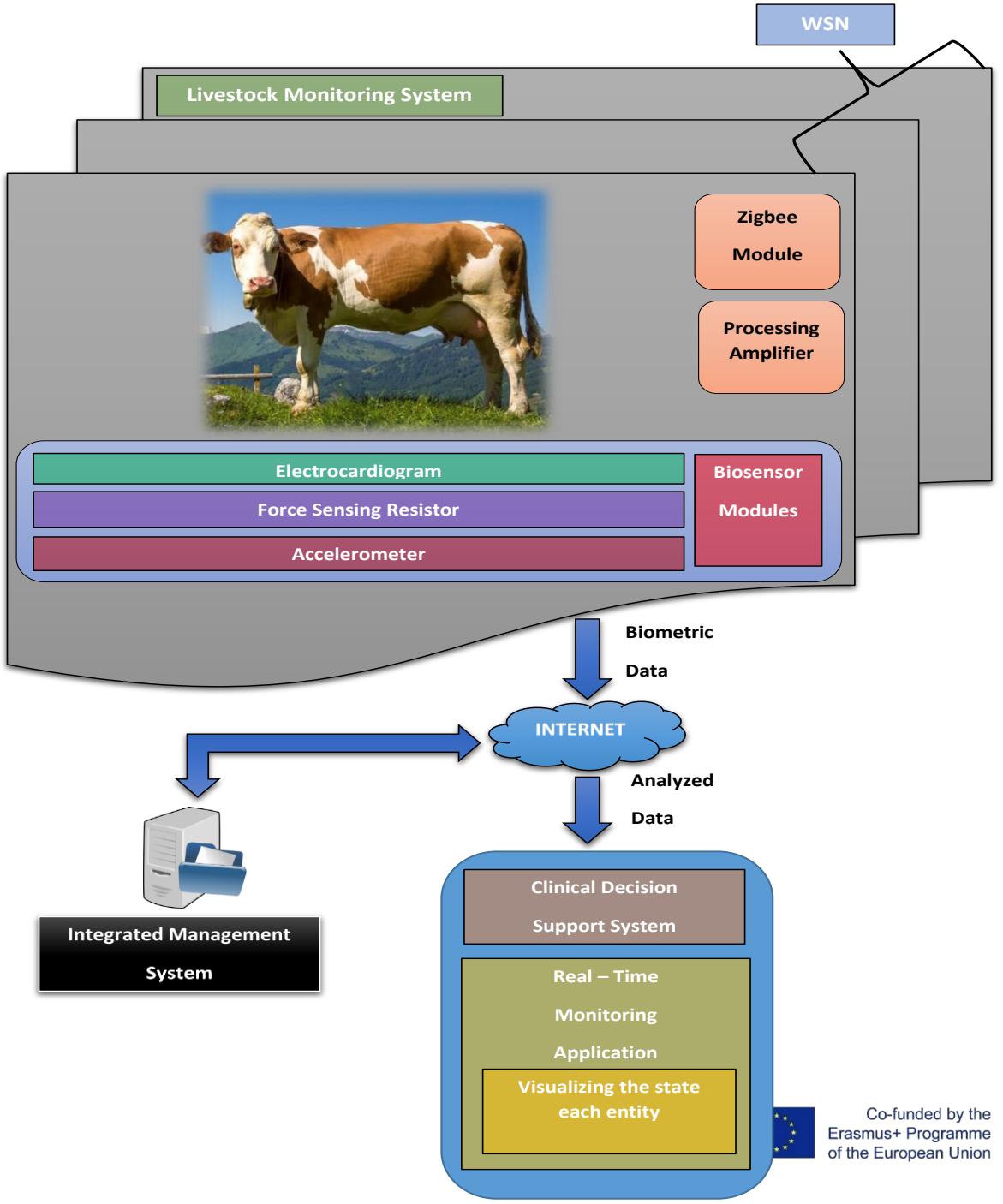
Co-funded by the Erasmus+ Programme of the European Union

3.8.1.2. Tracking of health status

- High-tech biometric sensors monitor the health of animals. They are placed on the ears, on the collar or as an implant. They take into account the real state of health, such as temperature, activity of the animal. More modern developments exist in cattle breeding, with sensors predicting digestive problems and making recommendations for changing the ration.

Co-funded by the Erasmus+ Programme of the European Union

3.8.1.2. Tracking of health status



Co-funded by the Erasmus+ Programme of the European Union

3.8.1.2. Tracking of health status

- Biometric sensors can be placed on ear tags, neck belts, bracelets that can monitor the movement of the animal, its body temperature, its activity, after which the data is transmitted to a smartphone. The company that created this software, entering the livestock industry, is HerdDogg.
  - GOOGLE has implemented in a Dutch farm, together with a company named Connecterra, an IDA product that can take into account the behaviour of each animal, which determines its health status.
- www.bgfermer.bg

Co-funded by the Erasmus+ Programme of the European Union

3.8.1.3. Eco-farm animal pedigree

Animal pedigree product is designed to create a pedigree of animals. Software features are:

- Compiling a list of animals;
- Building the genealogy of the animal (2D, 3D);
- Building a branch of animal pedigree;
- Compiling a list of generations;
- Preparation of a common and personal photo album.

Example application: “Pedigree of animals” is a program that is designed to create a pedigree of animals. It helps the farmer to maintain a list of animals, their photos and videos.

Software features:

- Compilation of a list of animals
- Building the genealogy of the animal (2D, 3D)
- Building a branch of animal pedigree
- Compiling a list of generations
- Preparation of a common and personal photo album
- Preparation of general and personal video archives
- Saving data in the archive

Download: https://www.microsoft.com/bg-bg/p/%D0%A0%D0%BE%D0%B4%D0%BE%D1%81%D0%BB%D0%BE%D0%B2%D0%B8%D0%B5-%D0%B6%D0%B8%D0%B2%D0%BE%D1%82%D0%BD%D0%B8%D1%82%D0%B5/9wzdncrdc9d1?activetab=pivot:overviewtab

Co-funded by the Erasmus+ Programme of the European Union

3.8.1.4. Immunoprophylaxis

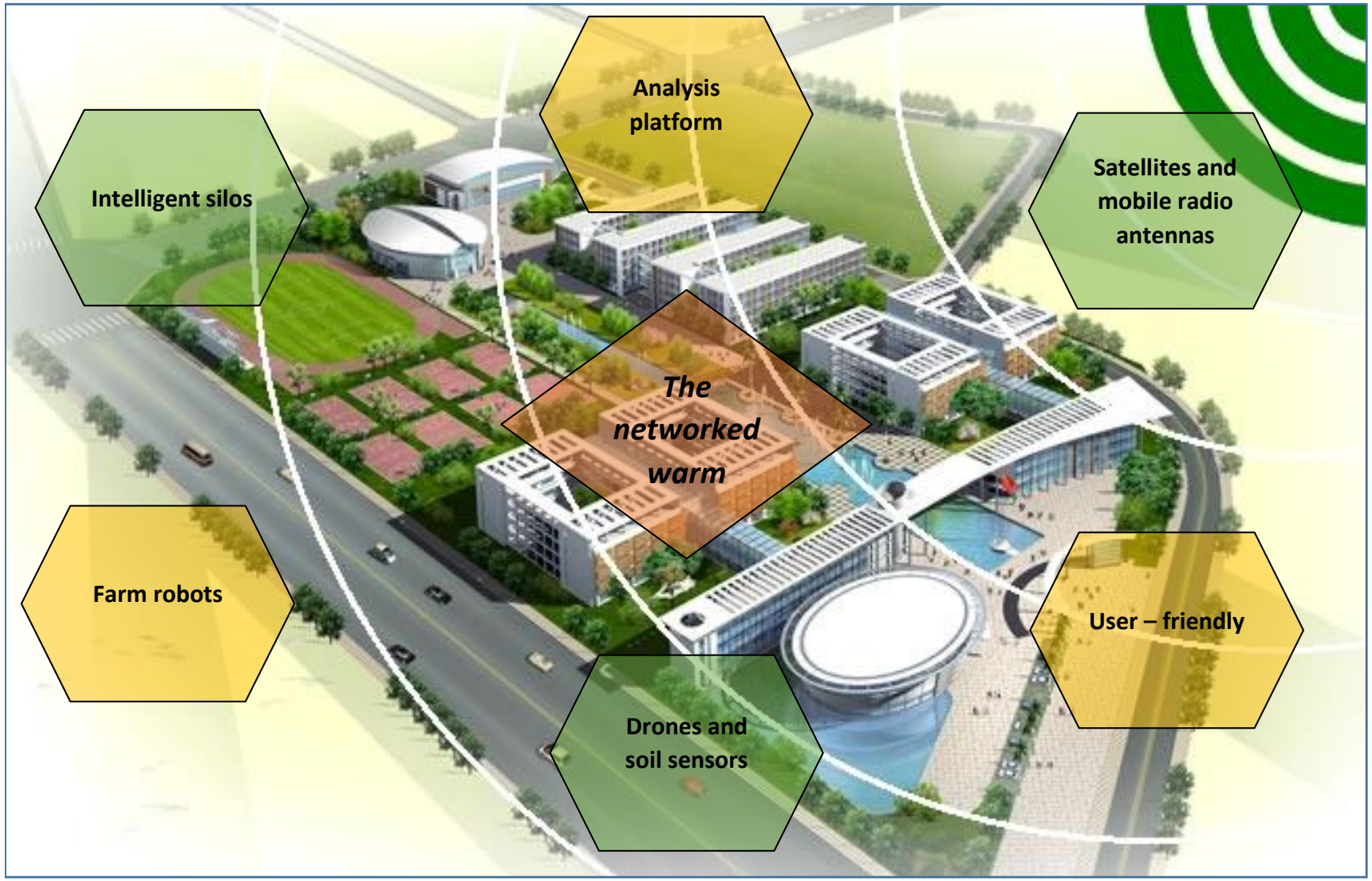
Ferma Web is a specialized online software for documents, planning and reporting of animal care activities. The immunoprophylaxis of the animal in the farm is monitored individually - when it was vaccinated, type of vaccine, year and number of the vaccine. It is suitable for large cattle (cows, buffaloes) and medium cattle (goats, sheep). It is also designed for pig, bird or rabbit farms.

http://tan-sys.com/%D1%84%D0%B5%D1%80%D0%BC%D0%B0-%D1%83%D0%B5%D0%B1/

Example: Vaccination of cattle against Sterile **nodular dermatitis** of cattle – it contains the country of manufacture, batch number of the vaccine, year when vaccination was released, on which animals, in which farm, connection protocol.

Co-funded by the Erasmus+ Programme of the European Union

3.8.2. Software used in eco-agriculture



Co-funded by the Erasmus+ Programme of the European Union

3.8.2. Software used in eco-agriculture

- Precision Farming is a crop management system using satellite and computer technology.
- On the basis of the satellite map, the exact characteristics of each plot of land are determined. This can avoid over-utilization of resources and maximize use.
- This “Smart Agriculture” is a common concept based on satellite positioning technology and geo-information system, accurate flight mapping and more.
- Thus, accurate data on the chemical composition of the soil, the level of humidity, the amount of solar radiation received, the prevailing winds, the presence of other objects near the farm can be determined - roads, forests, residential buildings, water basins, etc.

Co-funded by the Erasmus+ Programme of the European Union

3.8.2. Software used in eco-agriculture

Example:

Precision Farming relies on the collection and storage and analysis of reference data for agrometeorological and groundwater measurements:

- This is implemented by the Regional Cluster of Northeast Europe under the SmartAgriHubs project.
- A data model has been developed for each operation on the farm, and the technology provides access to the exact climatic conditions and the status of the plants based on satellite data from groundwater monitoring.
- This information is used to make recommendations and to plan other necessary interventions.

Source: SmartAgriHubs - https://agrohub.bg/umni-senzori-podpomagat-proizvodstvoto-na-zelenchutsi-v-latvia/

Co-funded by the Erasmus+ Programme of the European Union

3.8.2. Software used in eco-agriculture

ONDO is an innovative system in the field of agriculture. It is the only complete smart solution in Bulgaria for automated irrigation, fertilization, climate control and monitoring. Ondo is suitable for all types of crops, incl. greenhouses, field crops, vineyards, orchards, etc. By implementing Ondo, farmers save up to 85% of the cost of water for irrigation, up to 50% of the cost of energy resources - electricity, diesel, gas. Ondo guarantees up to 40% higher yields and reduces the risk of human errors in the work process by up to 60%, while increasing crop yields.

https://ondo.io/bg/solutions/ondo-for-open-fields/

Co-funded by the Erasmus+ Programme of the European Union

3.8.2. Software used in eco-agriculture

- Electronic instructions provide information about the amount of water required for a site, the required amount of seeds and the seedlings.
- These data can be introduced into modern agricultural machinery to monitor these indicators during the work.
- The parallel feeding system allows minimal necessary movements (manoeuvres) during field work (cultivation, sowing, harvesting) with maximum precision.
- This makes it possible to cultivate the land both: day and night with great precision. This system uses the satellite navigation signal so that the field processing is accurate to thirty centimetres.

Co-funded by the Erasmus+ Programme of the European Union

3.8.2. Software used in eco-agriculture

Irrigation system

This system allows the soil moisture level to be monitored around the clock and irrigated.

Sensor system

In crop production, the condition of crops, soil moisture level and other important parameters can be monitored in real time. This saves the farmer time. It can adequately respond to any change in indicators and take action.

Co-funded by the Erasmus+ Programme of the European Union

3.8.2.1. Types of suitable software

Vector and raster cards

- In the way information is presented, electronic maps (as well as all other images) can be raster or vector. In Raster Navigational Chart , the drawing is a matrix with a large number of dots (pixels). Information about individual objects in memory is not stored. A paper card is used as an output, from which the base and the colours are scanned. The electronic card received is a copy of the source.
- In the vector charts the map elements are presented by lines, points, contours. All this has its own coordinates and a specific code. The information for each object is stored in a memory as a sequence of related records.

Electronic cards are much more accurate.

Co-funded by the Erasmus+ Programme of the European Union

3.8.2.2. Field mapping

The electronic field map is a schematic diagram created in a special program that allows the creation and editing of graphic images. Through electronic cards the carried out agro-technological operations in the farm are collected, structured and processed.

- By a drone, electronic maps can be created based on multispectral photographs.
- The maps can be used to account for crop uniformity, crop height, number of sprouted plants, diseases, and other.

Co-funded by the Erasmus+ Programme of the European Union

3.8.2.3. Mapping and predicting of the structure of an eco-farm

The area of the crop is marked with different colours on the farm map. By marking an area, the crop, variety, etc. are being taken into account.

Electronic maps are compiled based on data from field surveys and the applied method of plowing, plant density, fertilization, etc. can be determined. They can be used to track the development of crops in any particular area. The electronic map has many advantages, such as: quick access to information, in real time. The cultivated areas, the harvested crop, fuel consumption and other parameters can be calculated automatically.

Co-funded by the Erasmus+ Programme of the European Union

3.8.2.3. Mapping and predicting of the structure of an eco-farm

Without electronic maps it is impossible to organize the management of the modern farm according to the principles of precision agriculture.

The areas are most often photographed by satellite or drone. The obtained schemes of areas and boundaries are accurate to 0.1%. The electronic map must be part of the farm management software.

Picture: Agricultural software - CadIS - an irreplaceable assistant to Bulgarian farmers http://cadis.bg/

Co-funded by the Erasmus+ Programme of the European Union

3.8.2.3. Mapping and predicting of the structure of an eco-farm

Bulgaria

- Agricultural software - CadIS - http://cadis.bg/

Slovenia

- Surveying and Mapping Authority of the Republic of Slovenia: https://eurogeographics.org/member/surveying-and-mapping-authority-of-the-republic-of-slovenia/
- Broadband mapping in Slovenia: https://www.itu.int/en/ITU-D/Regional-Presence/Europe/Documents/Events/2019/Mapping%20Warsaw/SIMONCIC%20-%20GEOportal%20AKOS.pdf
- Spatial data information infrastructure, web maps: http://www.geoportal.gov.si/eng/viewers/

Turkey

- Agriculture software “National Soil Information System” prepared by Ministry of Agriculture and Forestry: http://85.25.185.76/tgskmae/starter.aspx#dashboard

Co-funded by the Erasmus+ Programme of the European Union

3.8.2.3. Mapping and predicting of the structure of an eco-farm

Greece

In Greece operates the National Land Registry (https://www.ktimatologio.gr/), which is a unified and constantly updated information system that records legal, technical and other additional information on real estate and rights on them, with the responsibility and guarantee of the State.

Its purpose is to create a modern, fully automated immovable property file, all of which have evidence, ensuring the greatest possible publicity and security of transactions.

The National Land Registry:

- Records on the basis of the property all the actions that create or change rights to real estate.
- Guarantees the legal information it records, as the registration of each transaction is done only after a substantial legality check.
- Records the geographical description (shape, position and size) of the property.
- Reveals and systematically records public real estate
- Records the usage rights which, especially in the periphery, is perhaps the most common way of acquiring ownership due to the informal nature of the transfers

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECO AGRI project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

WP5: Joint qualification curricula for acquisition of managerial and entrepreneurial skills by farmers at eco-farm SME

Module 4: Access to finance and markets

Authors: Dr. Baboo Ali & Dr. Firat Alaturk
Canakkale Onsekiz Mart University, Turkey

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)
597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of contents

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

A new entrepreneurship would be in need of financing. Entrepreneurs can get the financial support from Different channels for the start up of their businesses in eco-farming. The basic and most important financial sources are given below;

4.1.1 Financial sources for entrepreneurs

The key problem of entrepreneurship in eco-farming is the lack of financial resources. There are two different types of sources for financing to eco-farmers, namely internal sources and external sources, which may influence the performances of eco-farmers.

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

4.1.1.1 Internal sources of funding

- Internal sources of funding are found within the country which finance the new entrepreneurships.
- Internal funding are get from two different sources
  - Regional sources of funding
  - National sources of funding

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

Regional sources of funding

New entrepreneurships are funded by the following sources in their relevant regions,

- Cooperatives
- Municipal corporations
- Agricultural credit cooperatives
- City mayor offices
- Informal credit sources (family, friends, relatives, etc.)

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

National sources of funding

- First of all, the financial plans banks have in place for farming should be identified.
- For each of these plans, the financial conditions should be assessed and compared.
- The financing that offers the best balance and product should be selected.

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

National sources of funding

- Agriculture Bank: agriculture banks provide financial support to new entrepreneurship.
- Private Banks: new entrepreneurships also can get financial aid from some of the private banks.
- Commercial Banks: certain commercial banks also support financially the new entrepreneurships in eco-farming sector.

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

4.1.1.2 External sources of funding

- It is also known as formal financing.
- Eco-farmers or firms get their external sources of funding after they are legally registered.
- External sources of funding could include any source that is derived fundamentally from outside other than internal sources of financing.
- External sources of funding could be in the form of lease, working capital loans, team member's personal loans, venture capital, firm loans, government agency loans, and any other loans or debts.
- External sources of funding to the eco-farmers is derived from following three main sources;

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

4.1.1.2 External sources of funding

Bank loans (Agricultural Banks, Commercial banks)

- In banks, the standard loan packages on agricultural loans/credits may show some sort of variations. For example, interest rates in some banks are low, while credit is high in some banks.
- However, all banks provide loan opportunities to every farmer who has registered to the farmer registration system as standard farmer (applicable for Turkey), and whose credit score is sufficient for applying for an agricultural loan.
- It is now among the standards to request information such as personal identification information, land information, presence of animal and agricultural equipment in every loan application.

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

4.1.1.2 External sources of funding

Venture capital

- Venture capital tends to be preferred to bank finance when venture capital productivity is high and entrepreneurial productivity is low.
- Venture capital finance is more complex than bank finance.
- Venture capital is considered an important source of financing for start-up entrepreneurs.

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

4.1.1.2 External sources of funding

Subsidy

Successful Story of Ms. Gülfer Kizilcay

Ms. Gülfer Kizilcay, 48 years old lady, became the boss of her own business with a total amount of 43,000 TL (forty three thousand Turkish Lira) of KOSGEB (Small and Medium Enterprises Development and Support Administration) loan. Of the 43,000 TL loan, 27,000 TL was the granted amount and 16, 000 TL was the repaid amount. Ms. Gülfer Kizilcay collected the processed hay straws from harvested field and exported them abroad by managing to convert it to foreign currency. The main purpose of using the stalks of those straws was the manufacturing of Christmas wreaths and dried flowers widely used in Europe, and then selling Christmas wreaths and dried flowers to European countries.

Ms. Gülfer said, *"KOSGEB is a great resource for those females who want to start their own business in Turkey. I was very weak financially and lived a hard life before setting up my own business and I have faced the poverty from very near." She also stated, "The biggest support came from my family in starting of my own business. As a recommendation for those who want to start their own business, and those who receive support from the family can accomplish many great jobs and businesses*."

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

Ms. Gülfer mentioned that she had been working at a flower company and export dried flowers abroad for 15 years before starting her own business. She learnt this from her German friends during her 15 years of working periods that there was the demand of dried flowers, from German flower companies, being used in funeral and Christmas wreaths in Germany, and then she decided to start her own business in this sector. She started thinking about making Christmas and funeral wreaths with dry flowers and decided to export them abroad, particularly to Germany. After discussing this work with her son Mr. Onur, who was getting his education in foreign trade at that time, he helped his mother in making of communication with the necessary flower companies from Germany. However, since she did not have the required amount of money, she started researching to find enough money to start her business. She learned that KOSGEB provides support to entrepreneurial women who want to start their own business. She presented her project to KOSGEB in 2010 and started the learning courses about her business offered jointly by the Alaşehir Chamber of Commerce and Industry and KOSGEB, and she successfully finished all of her training courses and her project was accepted and given permission for starting her own business. Finally, she got loan support from KOSGEB, started manufacturing Christmas and funeral wreaths by importing two machines from Germany and started her dream business.

http://www.yeniisfikirleri.net/kosgeb-kredisi-ile-kendi-isini-kuran-kadin-girisimcinin-ornek-basari-hikayesi/

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

4.1.1.2 External sources of funding

Subsidy

Example: Ms. Seçil Apaydin

Ms. Seçil Apaydın started to live in Antalya city of Turkey after completing her education at Mediterranean University, Faculty of Business Administration. Ms. Apaydın got tired of her metropolitan life and returned to village Umurlu-Kanyaşı in Efeler District after 8 years working in the tourism sector.

TOMATOES AND DRAGON FRUIT (PITAYA)

Ms. Apaydın, a 33 years old lady, wanted to step into farming which she has been dreaming of this for years. For this purpose, she presented her project that she has prepared to the relevant institution within the scope of the Agriculture and Rural Development Investments Support Program of the Turkish Ministry of Agriculture and Forestry. Ms. Apaydın applied for grant and her application has been accepted, and she got support as subsidy for her project. She started producing eco-products in her field with the support of granted subsidy. Ms. Apaydın became an example for her fellow females with her determination and hard works by growing and cultivating tomatoes, strawberries and dragon fruit (pitaya) in her eco-farm.

Ms. Apaydın stated that she wanted to establish an eco-farm under natural conditions and it was her dream of life when she was living in Antalya, Turkey. She said, "I managed to dream up with this opportunity provided by our government to young entrepreneurs. There are many women like me in my country who want to do this job, but they are afraid that they think they cannot do it successfully. Let them come and do it. I love natural life and farming. I have embarked on such a job for the development of our country and I am very happy now with my this activity." Efeler District Governor Mr. Cemal Şahin, "Life ends without production. Our producing farmers are our everything.« said that while visiting the eco-farm of this exemplary female young entrepreneur.

Link: https://www.yeniasir.com.tr/pazar/2020/05/10/mutlulugu-organik-tarimda-buldu

Co-funded by the Erasmus+ Programme of the European Union

4.1 How to finance new entrepreneurships?

4.1.1.2 External sources of funding

Subsidy

Example

Two companies (Agroprodukt Syne from Istog and Hit Flores from Dragash) organize collection, drying and processing of wild fruits and medicinal plants. In 2012, on an area of 85 hectares they produced 170 tons of medicinal plants. In addition, they collected 1000 tons of wild fruits and medicinal plants for a total value of € 4 million. There is one certified beekeeper, which has 40 certified hives with production capacity of 900 kg/year. 90% of the production is exported (mainly to Germany, Austria, and Switzerland). The association from Mitrovica established a model greenhouse of 500 m² in the village of Lower Stanofc, aiming to promote organic production of vegetables.

Link: https://www.efse.lu/uploads/tx_news/Agricultural_Finance_in_Kosovo.pdf

Co-funded by the Erasmus+ Programme of the European Union

4.2 New strategies for financing

4.2.1 Reasons for financing

- **Marketing costs:** it consists of the marketing costs associated to the products. For example: advertisement, media channels, etc.
- **New technology:** it is the budget allocated for the application of new technologies in the production and harvesting of eco-products. For example: tools, equipment, etc.
- **Natural conditions which affect the crop and animal production:** these are the funds that will be used to overcome damage caused by extreme climatic conditions, etc. For example: flood, natural disasters, hurricane, seeds spoilage, etc.

Co-funded by the Erasmus+ Programme of the European Union

4.3 Applying management accounting

In management accounting; management costs, production costs and marketing costs are applied for starting a business in eco-farming. A suitable and proper cost should be applied during managing the business. In the same way, production (crop and animal) should not be less than management cost and marketing cost otherwise the business would not be sustainable and beneficial. Marketing cost should be kept minimize in the business in eco-farming.

https://pixabay.com/

Management cost

Production cost

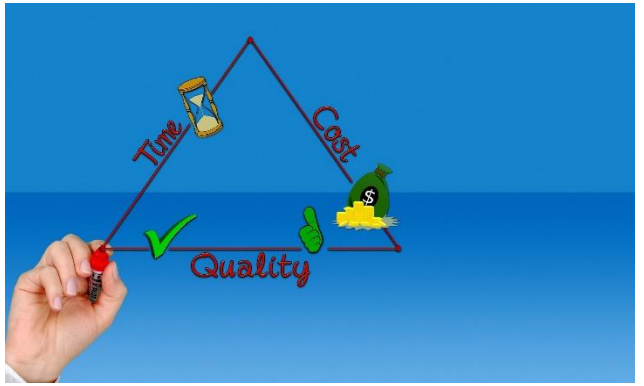
Marketing cost

Co-funded by the Erasmus+ Programme of the European Union

4.3 Applying management accounting

4.3.1 Definition of Management accounting

Management accounting is developed as an accounting system in the middle of the 20th century. Management accounting secures the information and management processes in the enterprise related to measuring the achievements, defining the problems, finding solutions and treating the problems in the best possible way. Management accounting has significantly positive relation with overall financial operations and is also considered as a long-term strategy to improve supply chain systems and manufacturing of different cost structure in eco-farming.



https://pixabay.com/

Co-funded by the Erasmus+ Programme of the European Union

4.3 Applying management accounting

4.3.1.1 Concept of Management accounting

- Cost data is significantly important for planning, commanding, and controlling the business in eco-farming for new and young entrepreneurs.
- Entrepreneurs must pay attention to cost data of product whether it is crop production or animal.
- It is necessary to know about recording and calculating systems which are accurate, reliable, and useful for business decision-making of the eco-farmers; such as price setting, etc.
- It is also related to controlling cost and expenses efficiently to gain the largest business profit in eco-farming.
- Products and materials are proceeded to create maximum benefits and returns for business in the present and future in eco-farming.

Co-funded by the Erasmus+ Programme of the European Union

4.3 Applying management accounting

4.3.1.2 Crucial financial aspect of eco-farming

Modern business practice dictates the need not only for current accounting of business transactions, but also for a review of the regularity of the business. Actions are expressed in:

- getting acquainted with the specifics of the activity of the company and drawing up criteria that its accountability must meet
- periodic review of accounting documents, the degree of compliance with regulations;
- keeping track of all statutory accounting, tax and insurance periods;

Co-funded by the Erasmus+ Programme of the European Union

4.3 Applying management accounting

4.3.1.2 Crucial financial aspect of eco-farming

- preparation of annual financial statements;
- analysis of the dynamics of financial results, current and current assets, receivables, liabilities and capital structure, summarizing the analysis of financial ratios;
- preparation of interim financial statements;
- carrying out audits and / or inventories of sites;

Co-funded by the Erasmus+ Programme of the European Union

4.3 Applying management accounting

4.3.2 Definition of Marketing costs

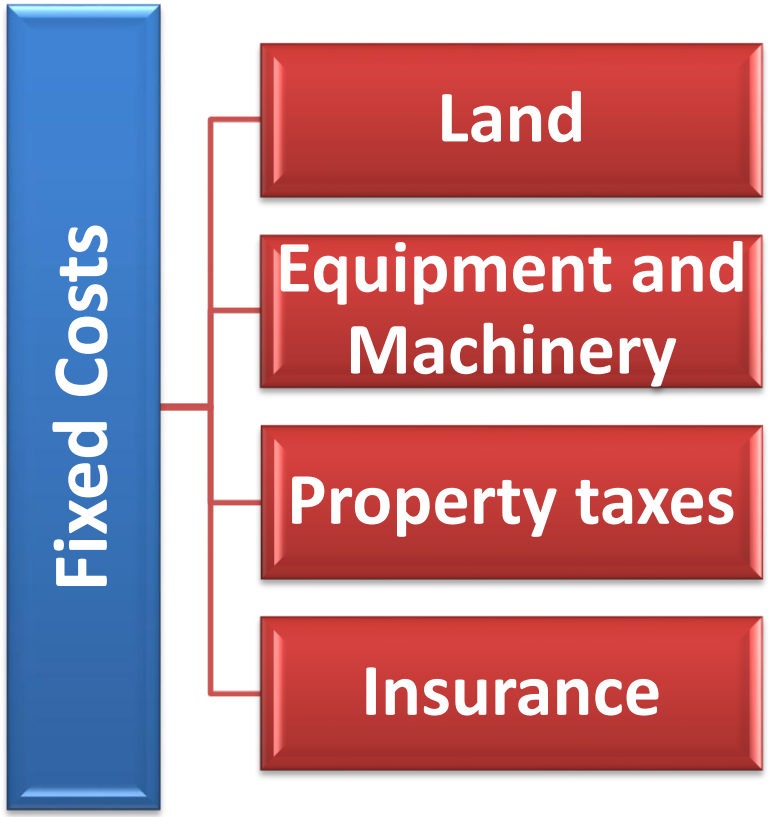
Marketing costs is the total expenditure on the marketing activities. Marketing costs are the all expenses that the company, firm or person makes to market and sell its products (crop and animal products) and develop and promote its business brand in eco-farming. Marketing costs are generally composed of two factors;

Co-funded by the Erasmus+ Programme of the European Union

4.3 Applying management accounting

4.3.2.1 Fixed costs

- Fixed costs are the same irrespective of the amount of crops planted or animal reared.
- Calculating fixed costs has many variables and should be approached with caution or in consultation with a tax professional/expert in your surroundings.



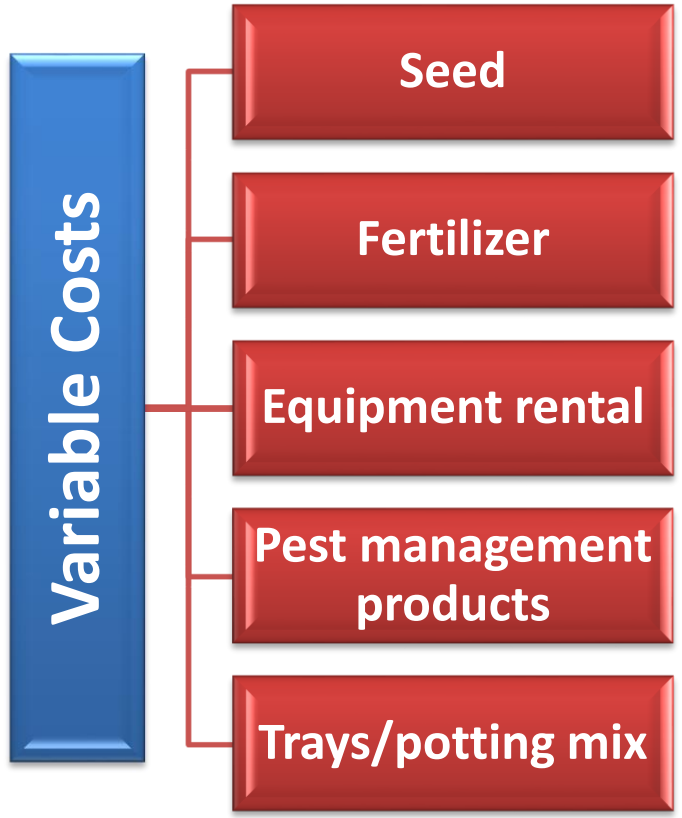
Link: https://projects.ncsu.edu/project/arepublication/AREno31.pdf

Co-funded by the Erasmus+ Programme of the European Union

4.3 Applying management accounting

4.3.2.2 Variable costs

- Variable or operating costs are expenses associated directly with growing and marketing the crop.
- In fact, most cash production and marketing outlays are variable costs related to the production or marketing of the crop.



Link: https://projects.ncsu.edu/project/arepublication/AREno31.pdf

Co-funded by the Erasmus+ Programme of the European Union

4.3.3 Production costs

Production costs are costs that a company/farm incurs in the process of accumulating its capital.

Costs can be classified according to:

a) According to the nature of the expenditure:
   - material - raw materials, spare parts, etc.;
   - labour - for salaries and insurance.

Co-funded by the Erasmus+ Programme of the European Union

4.3.3 Production costs

Cost is the estimate of the assets created in the company and is a monetary expression of the expenses incurred. It can be classified in different ways, which enables better control of costs and hence its management. There are several types:

a) According to the level at which the costs are calculated:

- individual cost - reflects the costs of an individual enterprise;
- Sectorial - reflects the average level of production costs per sector.

Co-funded by the Erasmus+ Programme of the European Union

4.3.3 Production costs

b) According to the volume of expenses it is necessary to:

- partial - most often coincides with technological;
- total cost - in addition to direct production costs, includes sales and management costs;

b) According to the method of calculation, we distinguish:

- Planned - calculated as the estimated volume of costs and estimated selling price;
- Actual (accounting) - monetary expression of actual costs incurred at actual prices;

Co-funded by the Erasmus+ Programme of the European Union

4.3.3 Production costs

b) According to their influence on the volume of production:

- constant - slightly affected (depreciation);
- variables - they change proportionally or significantly affect the volume of production.

b) According to the properties of the costs are:

- single element costs with equal economic content - salaries, social security, depreciation;
- complex costs - heterogeneous in economic composition - organization and management costs including salaries, social security, heating costs, etc.

Co-funded by the Erasmus+ Programme of the European Union

4.3.3 Production costs

d) According to accounting law, costs are:

- operating costs; administrative costs;
- financial expenses;
- exceptional costs;
- tax expenses.

Cost is an important economic indicator of activity. A producer can hardly influence market prices, and in this case, in order to increase revenue, he must reduce his costs.

Co-funded by the Erasmus+ Programme of the European Union

4.3.3.1 Cost-effectiveness of production process

The cost effectiveness of the production process is the lowest possible cost to achieve a given level of performance or the highest possible level of performance for a given level of cost.

Co-funded by the
Erasmus+ Programme
of the European Union

4.3.3.2 Definition of economic efficiency

- The terms "economic effect" and "economic efficiency" refer to the most important categories of a market economy.
- The economic effect implies some useful result, expressed in price form, and the economic efficiency is the ratio between the results of economic activity and the consumption of living and material labour resources.
- In contrast to the economic effect, economic efficiency is a relative value.

Co-funded by the Erasmus+ Programme of the European Union

4.3.3.2 Definition of economic efficiency

- It can only be determined by comparing the economic effect as a result of activities with costs that have caused this effect.
- Most often, cost-effectiveness is determined by the cost-effectiveness factor (E), depending on what the economic impact is and what costs are taken into account in the calculation; the cost-effectiveness factor can be calculated in different ways, but its essence remains the same.

Co-funded by the Erasmus+ Programme of the European Union

4.3.3.2 Definition of economic efficiency

- Cost-effectiveness assessment is at the heart of managing an enterprise's investment activity because the selection of investment projects is made according to the criterion of economic efficiency and the indicators that characterize it.
- Each activity is characterized by a specific result that one has always sought to evaluate.
- Today, different terms are used, differently characterizing the relation of the result with certain target attitudes - efficiency, expediency, economy, productivity, efficacy.

Co-funded by the Erasmus+ Programme of the European Union

4.3.3.4 Financial reports

- Regular - these are drawn up on a regular basis and are intended to represent the status, financial results of the activity and the cash flow of the enterprise. In essence, they fulfill the content of the term "financial statements" and characterize the final stage of periodic accounting by generating and synthesizing information about the entity in a certain form and content.
- Extraordinary - these are the financial statements that are prepared in the event of certain one-off events such as liquidation, commercial bankruptcy, and the transformation of enterprises.

Co-funded by the Erasmus+ Programme of the European Union

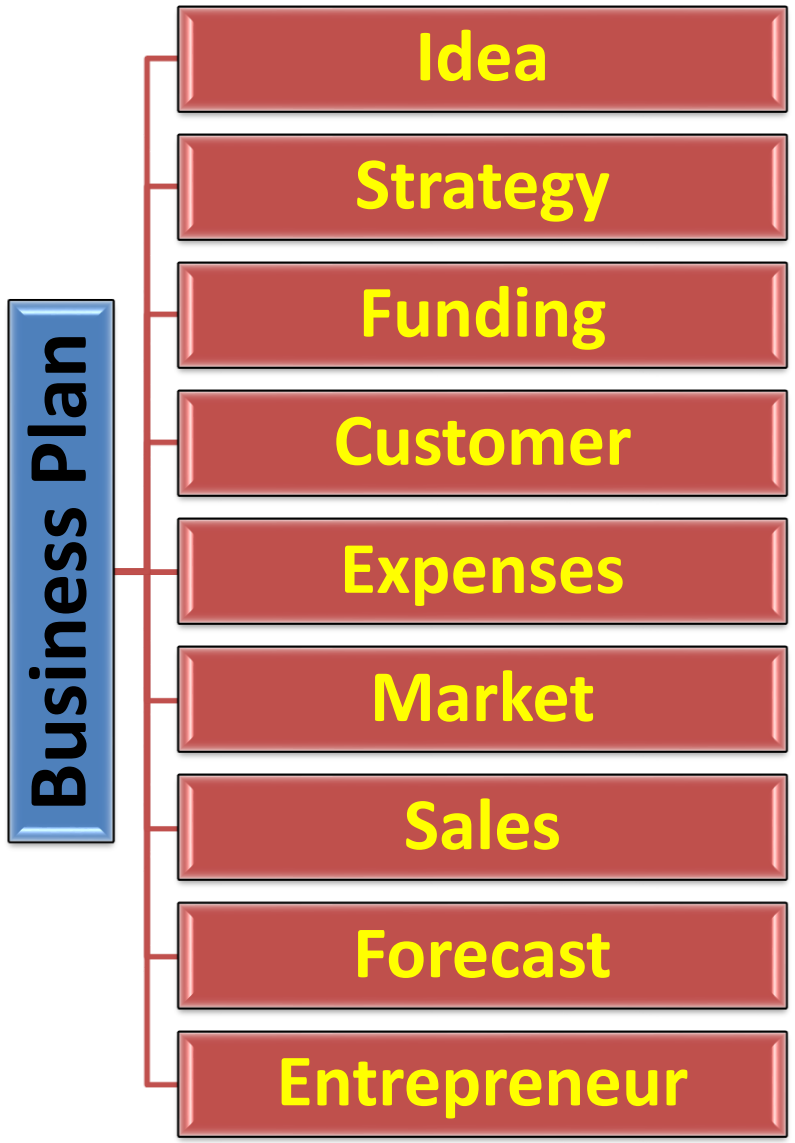
4.4 What is a business plan?

- Purpose of the agricultural activity to be implemented.
- Expenses to be incurred during the implementation of agricultural activities should be calculated.
- Products and their quantities to be grown in agricultural production need to be determined.
- Determine the marketing variations of the products that would emerge as a result of the agricultural production activity.
- Income-expense ratios should be compared and the necessary studies for the future should be planned.

https://www.fastbusinessplans.com/sample-business-plans/organic-farm-business-plan.html

Co-funded by the Erasmus+ Programme of the European Union

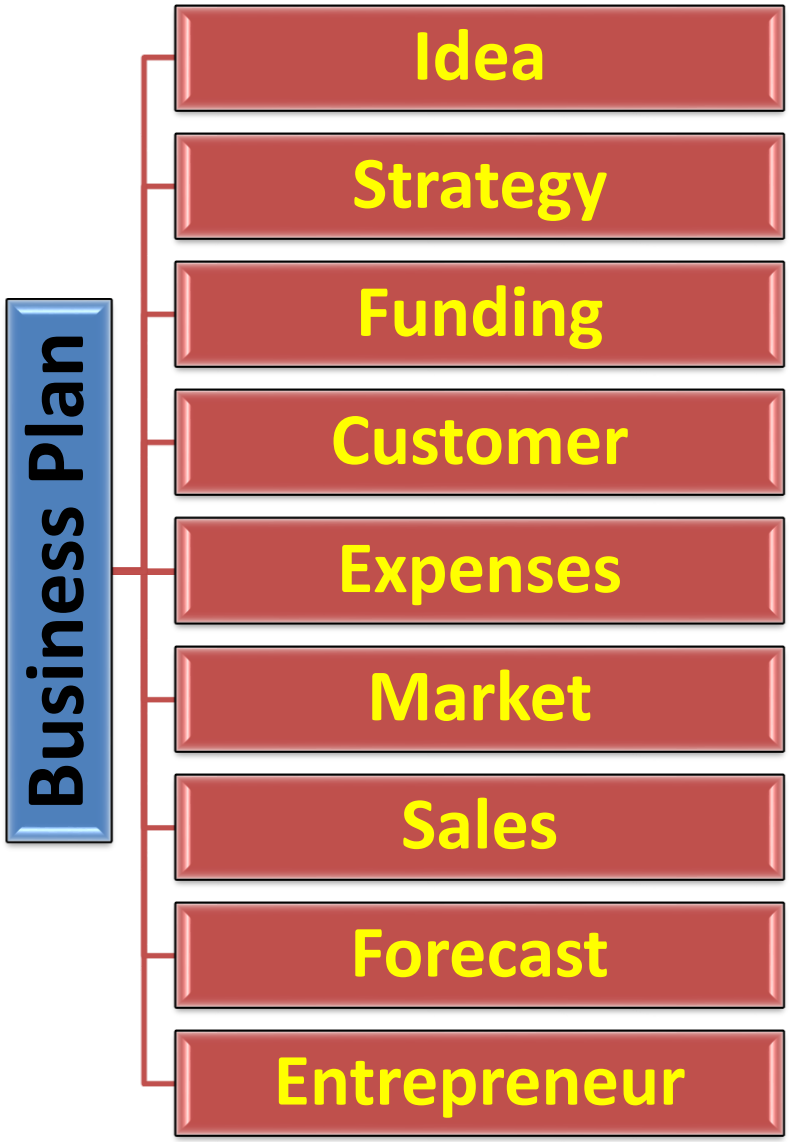
4.4 What is a business plan?



- First thing is an **idea** for the establishment of a business plan in eco-farming for a new and young entrepreneur.
- After that some kinds of **strategies** must be done.
- **Funding** sources must be available whether they are from internal sources or external sources of funding.
- **Customers** also paly a vital role in this regard. There must be an ample of customer inside as well as outside of your region. If there are no customers already available then find customers for your product (crop and/or animal) by advertising your business before starting that for finding the satisfactory customers.

Co-funded by the Erasmus+ Programme of the European Union

4.4 What is a business plan?



- An average estimation of your **expenses** should be done from the begging till the selling of your product.
- For selling your product, the **market** must be available in your surroundings or country.
- There must be suitable methods of **sales** of your product.
- **Forecasting** of the demand, supply and pricing must be done before selling the product.
- And the last one is the potential and energy of the **entrepreneurs**. The above mentioned all steps must be taken under consideration before to start your business in eco-farming.

Co-funded by the Erasmus+ Programme of the European Union

4.4.1 Implementing of Strategic Business Plan

- A farmer is to be an entrepreneur and constantly seek and apply effective solutions to increase competitiveness through innovation.
- Farmer should formulate precise goals and be realistic in term to them.
- The business plan is a working tool not only for operating, but also for newly established farms.
- This plan describes how the enterprise will develop in the future - production, market, etc. as well as the main ways to set goals.

Co-funded by the Erasmus+ Programme of the European Union

4.4.1 Implementing of Strategic Business Plan

- The strategic business plan is based on long-term marketing, finance, production and technical forecasts.
- By its very nature, this plan must ensure coherence and coordination between other plans - the so-called marketing plan, sales plan, budget, production plan, new development plan.
- The strategic business plan describes the goals of the farm and outlines the next planning stages.
- It is used in all areas of entrepreneurship, regardless of scale, ownership and legal forms of the farm.

Co-funded by the Erasmus+ Programme of the European Union

4.4.1 Implementing of Strategic Business Plan

Types of business plan:

A) Strategic (long-term), which is the set of basic goals of the holding and the means of achieving it over a long period of time.

The strategic business plan outlines the main goals and objectives that the farm must solve within 3-5-10 years.

B) Tactical (medium-term), covering a short period of 3 to 5 years, which serves to support the strategic plan and contains a detailed description

C) Operational (short-term) - in which one year activities are planned.

The implementation of the strategies in the business plan includes all activities for practical implementation and control by management levels, units and functions.

Co-funded by the Erasmus+ Programme of the European Union

The lean business plan

- The right idea to solve social problems.
- Starting the business plan – one page Lean Business Plan (also named the Canvas).
- It can be developed to multi pages business investment plan.

Co-funded by the Erasmus+ Programme of the European Union

PROBLEMS
(Top 3 problem)

- Unemployment in rural areas is high.
- A lot of quality soil is untreated (abandoned property-farms).
- Quality of food is in decline.

SOLUTİON (Top 3 solutions)

- Lease of untreated properties-organic farming
- Employment of long-term unemployed work force.
- Growing organic vegetable/food.

KEY PERFORMANCE INDICATORS

- Increase of treated land in local community and increased employment rate.
- Increased sales of locally grown organic food.

UNIQUE VALUE PROPOSITION (single, clear and compelling message that states why you are different and worth buying from)

We offer the various selection of organic food that "travels" from harvest to your plate in less than 24 hour.

SOCIAL IMPACT

- Positive impact on human and animal health and welfare
- Preventing joblessness/unemployment
- Contribution to the local and national economy
- Eco-farm holidays
- Eco-farming in national parks

PATH TO CONSUMERS

- Online commercials (social media), mailing lists, etc.
- Farmers markets.
- Online organic vegetable store (home delivery)

COSTUMER SEMENTS (target groups of customers)

- Families with children
- School, Child care centers
- Restaurants and diners

COST STRUCTURE
(types of costs which will be incurred in business operation)

REVENUE STREAMS
(İt primarily identifies what product or service will be created in order to generate revenues and the ways in which the product or service will be sold)

- **Note:** The lean canvas is based on the business model canvas (www.businessmodelgeneration.com), and is licensed under the Creative Commons Attribution - Share Alike 3.0 Un-ported License.
- (source: https://www.famnit.upr.si/sl/resources/files/novice/prirocnikpopri.pdf)
- Find out all about lean business plans and how to realize them here: https://ecofar.fnm.um.si/course/view.php?id=3#section-2
- The web site https://ecofar.fnm.um.si/mod/page/view.php?id=24 will also provide an online tool for filling out a lean business plan, which you can access by means of a user name and password.

- For international participants the explanation of lean business canvas is explained at: https://bmtoolbox.net/tools/lean-canvas/

Co-funded by the Erasmus+ Programme of the European Union

4.4.2 SWOT Analysis

- **Definition:** SWOT analysis evaluates the overall strengths, weaknesses, opportunities and threats of a business.
- **Internal**
  - A **strength** is defined as any internal asset in terms of know-how, technology, motivation and entrepreneurial spirit, finance, business links etc. This can help to exploit opportunities and to fight off threats.
  - A **weakness** is an internal condition or any internal deficit which endangers the competitive position of a region the exploitation of opportunities.

Source: https://ohioline.osu.edu/factsheet/anr-42

Source: http://agrilife.org/uvalde/files/2015/03/Full-Swot-Report-SCBS-Final.pdf

Co-funded by the Erasmus+ Programme of the European Union

4.4.2 SWOT Analysis

- **External**
  - An **opportunity** is any external circumstance or characteristic which favors the demand of the region or where the region is enjoying a competitive advantage.
  - A **threat** is a challenge of an unfavorable trend or of any external circumstance which will unfavorably influence the position of the region.
- The SWOT analysis allows the eco-farming, new and young entrepreneurs and their businesses to better identify e-market/market gaps, and should be considered when e-marketing/marketing efforts must define a specific and unique market positioning for the young and new eco-farmers and their products (crop, animal, fruit, etc.). https://www.unido.org/sites/default/files/files/2018-09/module_3_organic_market_and_trade.pdf

Co-funded by the Erasmus+ Programme of the European Union

4.4.2 SWOT Analysis

- SWOT analysis helps for identifying both the opportunities open to young entrepreneurs and eco-farmers. It tells you about your weaknesses, strengths and threats would you face before, during and after the start up business planning.
- SWOT analysis can help you to uncover the opportunities that you are well-placed to exploit.
- By this analysis, you can manage and eliminate the weaknesses face you in your business.
- SWOT analysis shows you the proper and suitable ways of e-marketing/marketing and in finding of appropriate customers.

Co-funded by the Erasmus+ Programme of the European Union

4.4.2 SWOT Analysis

4.4.2.1 Internal strengths and weaknesses

Strengths

- Experienced experts in detection and control of pests and diseases of crop/animal production.
- Physical and chemical exhaustion of the cultivated soil is eliminated.
- Contamination of drinking and irrigation water is prevented as low agricultural inputs are used.
- Energy consumption in eco-farming is minimized.
- Protection and conservation of biodiversity is maximized by eco-farming.

Co-funded by the Erasmus+ Programme of the European Union

4.4.2 SWOT Analysis

4.4.2.1 Internal strengths and weaknesses

Weaknesses

- Lack of staff to bring in the harvesting of eco-products.
- Reaching standards is expensive and difficult to reach them.
- Cultivation is carried out under intensive supervision.
- Labour costs are very high because of the manual control methods used against diseases, insect pests and weeds.

Co-funded by the Erasmus+ Programme of the European Union

4.4.2 SWOT Analysis

4.4.2.2 External opportunities and threats

Opportunities

- Increasing popularity and demand of bio/eco-products.
- Significant institutional support for agricultural facilities/crops in the region.
- Proper climatic conditions for crop/animal production.
- Access to national and global markets (e-commerce)
- Availability of new technologies to increase resources productivity:
  - Vertical and horizontal production models for saving space.
  - Applicability of new technologies in sowing, caring, rearing, cultivating, harvesting and post-harvest practices.
  - Application of liquid fertilizers in covered (greenhouses) or open areas.

Co-funded by the Erasmus+ Programme of the European Union

4.4.2 SWOT Analysis

4.4.2.2 External Strengths and weaknesses

Threats

- Fluctuations in demand/price of agricultural products due to bad weather, political crisis, hyperinflation, etc.).
- Occurrence of insect pests and diseases.
- Fluctuations in production according to extreme climatic conditions.
- Certification expenses and fees are high.
- Global competition.
- Continuous increase in insurance costs.
- Continuous reduction of organic fertilizer sources.

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.1 Opportunities of regional funding - Turkey

•**Social investors:** are the institutions/ministries that support social projects in the country. The examples of social investors /ministries are given below.

- Republic of Turkey Ministry of Youth Affairs and Sports-https://en.gsb.gov.tr/
- Republic of Turkey Ministry of Culture and Tourism-https://www.ktb.gov.tr/?_Dil=2
- Republic of Turkey Ministry of Family and Social Policies-https://www.ailevecalisma.gov.tr/
- Republic of Turkey Turkish Cooperation and Coordination Agency (TIKA)- https://www.tika.gov.tr/en

•Community funding

- TEMA- The Turkish Foundation for Combating Soil Erosion for Reforestation and the Protection of Natural Habitats- http://www.tema.org.tr/web_14966-2_1/index.aspx
- Turkish Red Crescent (Türk Kızılay)- https://www.kizilay.org.tr/
- Green Moon Foundation (YEŞİLAY)- https://www.yesilay.org.tr/en/

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.1 Opportunities of regional funding - Turkey

- **Regional guarantee schemes:** these schemes have been established for supporting the social projects by the followings.
  - Municipal corporations
  - Directorates of provincial agriculture and forestry
  - Directorates of district agriculture and forestry
- **Friends and families:** some close relatives, friends and family members can also financially support the businesses of their young and new entrepreneurs in the form of small loans.
- **Cooperatives:** the following cooperatives support financially some of the socio-agricultural projects.
  - Agricultural credit cooperative
  - Beet cooperative
  - Farmers' cooperative
- **Rural development schemes:** such schemes are established for the purpose to support the socio-agricultural projects in the rural and remote areas of the country.
  - Rural development agencies

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.1 Opportunities of regional funding – Slovenia

- Regional guarantee scheme: social entrepreneur can apply for a project grant to the Regional Development Agency. It is the non-repayable form of funding.
- Obtaining the concession to provide their products to public services (schools, kindergartens, etc.).

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

- **Social investors: EU Rural Development Programme**

- Example of good practice: Eco-social farm **Korenika**
- Source: https://www.korenika.si/korenika-en

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.1 Opportunities of regional funding – Bulgaria

- Funding sources (family, friends, communities; etc.):
  - **Internal family resources**, allocated as investments in eco-farm SME – planned as short-term private investment
  - **Cash funds deposited by friends and relatives** for investments in eco-farm SME – planned as donations
  - **Donations coming from informal clubs/ association**
  - **Donations form formal private NGOs**
- Examples: Young person aged 20 year is an owner of 30 beehives and he had been involved in this business together with his grandfather for 10 years. Enthusiastic by the good production outcomes, he is eager to enlarge his business with 30 beehives more. For the purchase of the beehives, bee and directly related costs, he would need additional funds. Reasonable plan is to attract additional financial resources from:
  - His parents
  - His relatives and close friends
  - Donation from local clubs (example: LION's club is active in the region)
  - Donation from Bulgarian Bee Breeding Association

The attracted funds are not subject of return. While the young entrepreneur is planning to supply some of his eco production to them as an expression of gratitude.

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.1 Opportunities of regional funding – Greece

Regional Programmes

- Thirteen (13) Regional Operational Programmes (ROP), one for each of the 13 administrative regions of the country, including regional-scale activities
- Their common scope is to strengthen the capacity of regional and local authorities to implement a full range of actions aimed at serving the main priorities of the NSRF (see National Funding Opportunities).

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

Regional Programmes

- In addition, the Regions will be assigned the management of significant resources of the Cohesion Fund for the Environment and mainly resources that will be directed to meet the obligations of the country and the Regions related to liquid waste, while in the 13 Regions it is also assigned by the Sectoral Program of Rural Development. managing about 30% of the resources of the Rural Development Program. (https://www.espa.gr/el/Pages/staticRegionalOP.aspx)

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.2 Opportunities of national funding – Turkey

- **TEMA:** (Turkish Foundation for the Control of Soil Erosion, Reforestation and the Protection of Natural Resources)

  http://www.tema.org.tr/web_14966-2_1/index.aspx
- **CATAK:** (Environmental Purpose Agricultural Lands Protection Program)
- https://www.tarimorman.gov.tr/Konular/Bitkisel-Uretim/Tarla-Ve-Bahce-Bitkileri/CATAK
- **TÜBİTAK:** (The Scientific and Technological Research Council of Turkey)
- https://www.tubitak.gov.tr/tr/destekler/bilim-ve-toplum/ulusal-destek-programlari#destekler_bilim_ve_toplum_ana_sayfa_akordiyon-block_1-0
- Wheat Ecological Life Association - https://www.bugday.org/blog/

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.2 Opportunities of national funding – Slovenia

- SPIRIT Agency – social entrepreneur can apply for foreign non–repayable investment with aim to assure new employments in low developed regions.
- SID Bank – long term micro credits for small enterprises with the status of state aid (the aim is to support the innovative green technologies for small enterprises); funds are available in a form of guarantes and subventions.
- Slovene Entreprenurial Fund – it is aimed to support high innovative small enterprises that starts their operation in incubator/technology park; funds are available to social entreprenurs as well.
- Mentoring Scheme for social enterprises (2018–2020) – social entrepreneur can apply for grant with aim to improve social entprepreneurial competences.

Sources: http://socialnaekonomija.si/info/socialno-podjetnistvo/financiranje-socialnega-podjetnistva/

http://www.socialni-inovatorji.si/knjiga/socialno-podjetnistvo/54-kako-financirati-dejavnost-socialnega-podjetja

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.2 Opportunities of national funding – Bulgaria

- Funding sources (banks, cooperatives, etc.):
  - *Direct payments:*
    - Single area payment scheme (SAPS)
    - Redistributive payments
    - Small farmers scheme
    - Schemes for Young Farmers
    - Transitional national aid
  - *State aid :*
    - European Union Guidelines for State aid in the agricultural and forestry sectors and in rural areas 2014 to 2020
    - Aid for investment in agricultural holdings in the form of corporate tax relief
    - Aid in the form of a discount on the value of excise duty on gas oil used in primary agricultural production.

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

4.5.2 Opportunities of national funding – Greece

NSRF (National Strategic Reference Framework)

- The main source for funding of start-ups, new and established entrepreneurs at national level is the NSRF of the Partnership Agreement (PA) 2014–2020, which constitutes the reference document for the programming of European Union Funds at national level for the period
- It was elaborated within the framework of the new strategic approach to the Cohesion Policy of the European Union, according to which NSRF "…ensures that the assistance from the Funds is consistent with the Community strategic guidelines on cohesion and identifies the link between Community priorities, on the one hand, and the national reform programme, on the other."
- http://www.espa.gr

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

NSRF (National Strategic Reference Framework)

There are several sub-programmes under it, which refer to individuals or businesses, comprising:

- Measures of the Rural Development Program 2014-2020
- M1: Production Training and Training
- M2: Agricultural Consultants
- M3: Quality Systems and Product Promotion
- M4.1: Improvement Plans
- M4.2: Investments in Manufacturing
- M5: Prevention of Dangers from Natural Disasters
- M6: Installation of Young Farmers

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

NSRF (National Strategic Reference Framework)

- M8: Rescue
- M9: Establishment of Groups and Producers' Organizations
- M10: Agri-Environmental Measures (Nitrogen Pollution, Pruning Management, Confucius, Weed Control in Rice, Genetic Resources)
- M11: Organic Agriculture and Livestock
- M11: Organic Livestock
- M14: Prosperity - Good living of animals
- M16: Collaboration
- M19: LEADER

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

Other funding programmes

- Besides co-financed Operational Programmes under the PA 2014-2020, other funding instruments are also available and are addressed mainly to enterprises but also for institutions. The funding provided can take up different forms such as grants, loans, capital investment, tax breaks etc.
- Programmes derive from different sources such as funding instruments managed directly by the European Commission or national funds. More specifically information is provided about:
  - EU Funding Instruments (Horizon, Cosme etc.)
  - The New Investment Law 4399/2016 (https://www.ependyseis.gr/anaptyxiakos/)

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

Other funding programmes

Operational Program "Competitiveness, Entrepreneurship &Innovation" (EPAnEK) - http://www.antagonistikotita.gr/epanek/

- The Operational Program is one of the seven Sectoral and thirteen Regional Operational Programs of the Partnership and Cooperation Agreement (the new NSRF) for the period 2014-2020. The 2nd Revision of the Operational Program EPAnEK for the year 2018 was intended to contribute to the optimal utilization of the resources allocated to the country for smart and sustainable growth. The Revision was approved on 12/12/2018 by the European Commission's Executive Decision No. C (2018) 8855 final

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

Other funding programmes

<u>Operational Program "Competitiveness, Entrepreneurship &Innovation"</u>

EPAnEK is structured around the following main Priority Axes:

- "Enhancing entrepreneurship with sectoral priorities"
- "Adaptability of workers, enterprises and entrepreneurial environment to the new development requirements"
- "Development of mechanisms to support entrepreneurship"
- "ERDF Technical Assistance"
- "ESF Technical Assistance"

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

Other funding programmes

Entrepreneurship Fund of Hellenic Development Bank

The Entrepreneurship Fund of ETEAN S.A aims to finance programs and actions in order to strengthen the economically viable medium, small and micro enterprises of any legal form which are in any operating phase (existing, startups and under establishment).

The Fund, through its actions, aims to meet the establishment costs and/or the costs of businesses development, the investments implementation, to cover liquidity needs, the strengthening of extroversion as well as the creation of new competitive products and services.

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

Other funding programmes

Entrepreneurship Fund of Hellenic Development Bank

At present, the Entrepreneurship Fund finances the following activities:

- Business Restarting Action: It is related to finance investment projects and to grant working capital as well.
- Island Tourism Entrepreneurship: It aims at enabling companies activated in the island tourism sector, to obtain loans for investment purposes and/or for business development, up to € 30.000 per company, under highly favorable conditions.
- Credit Guarantee Fund: The Fund is active in providing guarantees to loans for viable investment plans and business development, including working capital as well as advance payments on grant through approved programs of NSRF.
- Loans Fund: It aims to provide targeted financial tools to develop new business and strengthen existing SMEs in cooperation with the respective banking institution.

Co-funded by the Erasmus+ Programme of the European Union

4.5 Funding opportunities at Regional, National and EU levels

Other funding programmes

COVID-19

Various programmes have been activated in Greece to remedy the financial difficulties of the markets. Some of the measures comprise:

- Funding of Interest on existing loans for small and medium-sized businesses affected by measures to tackle the COVID virus pandemic 19
- TEPIX-II: Working capital with a two-year interest rate subsidy due to COVID-19 pandemic
- COVID-19 Business Guarantee Fund

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

European Maritime and Fisheries Fund (EMFF)

- In the new action plan for the future of eco-production in the European Union adopted by the European commission in 2014.
- The commission recommends that the member countries use the funding opportunities and tools to support eco-farming which are available in the new legal framework for rural development.
- This fund helps fishermen in the transition to sustainable fishing.

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

- This fund supports coastal communities in diversifying their economies.
- This fund finances projects that create new jobs and improve quality of life.
- This fund supports sustainable aquaculture developments.
- This fund makes it easier for eco-farmers to access financing for their businesses and projects.

Link: https://ec.europa.eu/fisheries/cfp/emff/

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

European Regional Development Fund (ERDF)

- This fund focuses its investments on the following several key priority areas,
  - Support for small and medium-sized enterprises (SMEs)
  - The low-carbon economy
  - Innovation and research
  - The digital agenda

  Resources of this fund are allocated to the following priorities will depend on the category of region.
  - In transition regions, this focus is for 60% of the funds.

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

- In more developed regions, at least 80% of funds must focus on at least two of these priorities.
- The 50% of this fund is allocated in less developed areas.

- This fund also gives particular attention to specific areas which are designed to reduce economic, environmental and social problems in urban areas.
- The outermost areas also take benefits from specific assistance from this fund to address possible disadvantages due to their remoteness.

Link: https://ec.europa.eu/regional_policy/index.cfm/en/funding/erdf/

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

Cohesion Fund (CF)

- This EU fund aims to reduce economic and social disparities and to promote sustainable development of those EU member countries whose gross national income per inhabitant is less than 90% of the EU average.
- This programme allocates financial supports to the following categories,
  - trans-European transport networks, notably priority projects of European interest as identified by the EU.
  - this fund can also support projects related to energy or transport, as long as they clearly benefit the environment in terms of energy efficiency, use of renewable energy, etc.

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

- Cohesion fund concerns the countries like Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia and Slovenia for the period of 2014 - 2020.
- Financial support of this fund can be suspended by a council decision if any member country shows excessive public deficit and if it has not resolved the situation or has not taken the appropriate action to do so.
- The common output indicators for this fund are; land rehabilitation, nature and biodiversity, water supply, solid waste, wastewater treatment, etc.

Link: https://ec.europa.eu/regional_policy/index.cfm/en/funding/cohesion-fund/

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

European Social Fund (ESF)

- There is a great variety in the nature, size and aims of ESF projects, and they address a wide variety of target groups.
- There are projects aimed at education systems, teachers and schoolchildren; at young and older job-seekers; and at potential entrepreneurs from all backgrounds.
- The priority of this fund is to boost the adaptability of workers with new skills and enterprises with new ways of working.

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

- Other priorities focus on improving access to employment by helping young people make the transition from school to work, or training less-skilled job-seekers to improve their job prospects.
- Indeed, vocational training and lifelong learning opportunities to give people new skills form a large part of many ESF projects.

Link: https://ec.europa.eu/esf/main.jsp?catId=35&langId=en

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

European agricultural fund for rural development (EAFRD)

- This is the funding source that supports rural development strategies and projects.
- This fund is distributed according to the following categories,
  - Fostering knowledge transfer and innovation in agriculture, forestry and rural areas.
  - Enhancing the viability and competitiveness of all types of agriculture, and promoting innovative farm technologies and sustainable forest management.
  - Promoting food chain organization, animal welfare and risk management in agriculture.

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

- Restoring, preserving and enhancing ecosystems related to agriculture and forestry.
- Promoting social inclusion, poverty reduction and economic development in rural areas.
- Promoting resource efficiency and supporting the shift toward a low-carbon and climate resilient economy in the agriculture, food and forestry sectors.

Link: https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/financing-cap/cap-funds_en#eafrd

Co-funded by the Erasmus+ Programme of the European Union

4.5.3 Opportunities of European funds

Opportunities of European funds in Turkey

Following European funding opportunities are available in Turkey:-

- **IPA:** (Instrument for Pre-accession Assistance Program)
- **TKDK:** (Agriculture and Rural Development Support Program)
- **IPARD:** (Rural Development Program)

https://ipard.tarim.gov.tr/tarimCevre

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

4.6.1 Applying for fund, credit and/or bank loan

- **Select the appropriate bank to approach**
  - Select a bank that is aware of your specific financial needs.
  - Select a bank that has the customised financial products relevant for farmers.
- **Visit bank website**
  - https://www.ziraatbank.com.tr/tr/girisimci/tarim
  - https://www.denizbank.com/bankacilik/tarim-bankaciligi/kredi-urunleri/?ref=menu_krediler
  - https://www.halkbankkobi.com.tr/channels/Girisimcilere-Ozel/Girisimci-Kredileri/Genc-Girisimci-Kredisi/1587

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

- **Download required documents**

The following documents may be required to applying for bank credits or loans:

– National identity card.

– Farmer certificate (CKS certificate in Turkey).

– Documents prove that you have agricultural land (e.g. land registration certificate, lease certificate, etc.).

– Balance sheet and income statement for the last three years.

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

- **Meet with your accountant**

– After compiling the required documents, the accountant can assist you in completing other necessary documents.

- **Create business plan**

– Financial support will be provided if the loan is approved by the relevant bank.

– Price research is carried out for agricultural inputs to be purchased with credits.

- **Set up meeting with bank representative**
- Ensure the documents are completed and arrange a visit.

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

- **Attend meeting with bank representative**
  - An appointment is arranged for you with a customer representative at the bank where the application is submitted for obtaining a loan or credit.
  - Bank representative will give you advise regarding the different existing financial instruments.
  - **Compare various banks if they have relevant instruments**
  - **Bank will inform you on their decision**
  - Detailed ideas are exchanged about the transactions to be carried out at the last stage.
  - If needed, mortgage details will be outlined.

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

- **Sign contract**

– The relevant bank gives the approval for credit or loan.

– After that, the necessary documents are signed by visiting the relevant bank.

– Finally, the loan transaction is completed.

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

An example of a plan for which you are going to apply for bank loan

- **Beekeeping plan**

– 20 hives

– Honey, royal jelly, propolis, pollen and beeswax like eco-products will be produced by this project.

– A unit area of 20 hives with the implementation of the apiculture project.

– In a year, 600 kg pure honey, 15 kg beeswax and 4 bee swarms will be produced.

– A minimum of 2 persons will be required in the implementation of this project.

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

- Fixed investment cost of the project : 770-840 Euro
- Working capital cost of the project : 250-320 Euro
- Total cost of the project: 1020-1160 Euro

Co-funded by the Erasmus+ Programme of the European Union

Examples of **most relevant agro investment banks - Turkey**

- Agriculture Bank - Ziraat Bankası
  - https://www.ziraatbank.com.tr/tr/girisimci/krediler/is-birliklerimiz/kosgeb-destek-kredileri
- People Bank – Halk Bank
  - https://www.halkbankkobi.com.tr/Girisimciler.aspx
- Vakıf Bank
  - https://www.vakifbank.com.tr/tarim-bankaciligi.aspx?pageID=1094
- Deniz Bank
  - https://www.denizbank.com/bankacilik/tarim-bankaciligi/kredi-urunleri/?ref=menu_krediler

Co-funded by the Erasmus+ Programme of the European Union

Examples of **most relevant agro investment banks - Greece**

In Greece, during the crisis of 2008/2010 and forward, banks were limited to 5 (Piraeusbank, Eurobank, Alphabank and National Bank together with the Bank of Greece). All of them provide similar financial tools (loans) to support the agricultural sector.

- **Piraeusbank**, provides loans for Farming: (https://www.piraeusbank.gr/en/agrotes/agrotika-daneia) and special loans for new farmers: (https://www.piraeusbank.gr/en/agrotes/agrotika-daneia/neon-agroton)
- **Piraeusbank**, provides the Agro Card, offered to farmers for financing their operating costs. The credit limit is linked to the amount of the CAP Pillar I direct payments that the producer receives (https://www.piraeusbank.gr/en/Agrotes/kartes/karta-agroti)

Co-funded by the Erasmus+ Programme of the European Union

Examples of **most relevant agro investment banks - Greece**

- **Piraeusbank**, provides also other tools to support Farmers:
  - Savings Account for Farmers (https://www.piraeusbank.gr/en/Agrotes/Trapezikoi-Logariasmoi/Tamieftirio-Agrotwn)
  - Working Capital (https://www.piraeusbank.gr/en/Agrotes/Agrotika-daneia/Anoixto-Daneio)
  - Contract & Livestock Farming (https://www.piraeusbank.gr/en/Agrotes/Agrotika-daneia/Karta-Simvolaikis-Georgias)
  - Gi & Exoplismos Loan (https://www.piraeusbank.gr/en/Agrotes/Agrotika-daneia/GI-Exoplismos)
  - Subsidised Mortgage Loan
  - Purchasing equipment (http://www.piraeusbank.gr/en/agrotes/agrotika-daneia?ft=A1)
  - Build your home (http://www.piraeusbank.gr/en/agrotes/agrotika-daneia?ft=A4)
  - Purchase seeds, fertiliser, etc. (http://www.piraeusbank.gr/en/agrotes/agrotika-daneia?ft=A2)
  - Purchase crops and livestock (http://www.piraeusbank.gr/en/agrotes/agrotika-daneia?ft=A3)
  - Protect your agricultural production (http://www.piraeusbank.gr/en/agrotes/agrotika-daneia?ft=A5)

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

Examples of **most relevant agro investment banks - Greece**

- **Piraeusbank**, provides also management seminars for farmers (https://www.piraeusbank.gr/en/agrotes/exelixi-link)
- Other examples of banks:
  - **National Bank of Greece**
    - https://www.nbg.gr/en/business/deposits/deposit-multiproducts/farmers-plus
    - https://www.nbg.gr/en/business/liquidity-financing/contract-farming/program
    - https://www.nbg.gr/en/business/deposits/deposit-multiproducts/agro-carta

Co-funded by the Erasmus+ Programme of the European Union

Examples of **most relevant agro investment banks - Greece**

- **Alphabank**
  - https://www.alpha.gr/el/epixeiriseis/epaggelmaties-kai-epixeiriseis/kladika-programmata/alpha-agrotiki-epixeirimatikotita
  - https://www.alpha.gr/el/epixeiriseis/epaggelmaties-kai-epixeiriseis/katathetika-proionta/logariasmoi-opseos/alpha-pronomiakos-agroton
- **Eurobank**
  - https://www.eurobank.gr/el/business/anagkes/kladoi/agrotikos
  - https://www.eurobank.gr/el/business/proionta-kai-upiresies/proionta-upiresies/xrimatodotiseis/xrimatodotiseis-pagion/xrimatodotisi-agrotikos-eksoplismos

Co-funded by the Erasmus+ Programme of the European Union

Example of **most relevant agro investment banks - Bulgaria**

- With its specialized loans for agricultural lending, Raiffeisenbank Bulgaria provides an opportunity for modernization and expansion of agricultural entrepreneurs, as well as an opportunity for working capital to cover current needs
- Application procedure
  - Share with the bank your plans and wishes for the development of your business.
  - Find out about the opportunities and requirements for the applicable funding.
  - Their specialists will offer the most suitable and working solutions.
  - You will receive individual service and attention to the details of your request.
  - You will receive a competitive offer tailored entirely to your needs.
- Source: https://www.rbb.bg/bg/malki-predpriyatiya/produkti-i-uslugi/finansirane/zemedelski-krediti/
- ***For further possibilities please read the following detailed article (BG):*** http://science.uard.bg/index.php/newknowledge/article/download/356/pdf_78

Co-funded by the Erasmus+ Programme of the European Union

Example of most relevant agro investment banks - Slovenia

Delavska hranilnica (Workers savings bank):

Website:https://www.delavska-hranilnica.si/osebne-finance/financiranje/kredit-za-kmetovalce

Required documents:

- Farmers status decision (from competent authority) – MIT Form (http://navodila.mit-ing.si/SitePages/OD_Obrazec%20M4_M8.aspx)
- Photocopy of ID and tax number,
- Form for subsidy
- Certificate of local Cooperative on market excessess for previous year,
- The certificate of ownership,
- Certificate of Tax payment (no older than 14 days),
- Income for last 6 months,
- PrintOut form Land Register (no older then 3 days),
- Valuatuion of property (in case of hipotecary credit)

Apply for credit with required documents

Sign contract: after aprovement, normaly in two to three working days

Examples of funding: credits are aimed to basic activity, to build new farming permises, to buy new herd of animal, to buy new farm mechanisation/equipment, to arrange new fields and plantations, development of complementary activities on farm…)

Source/Link: https://www.delavska-hranilnica.si/osebne-finance/financiranje/kredit-za-kmetovalce

Co-funded by the Erasmus+ Programme of the European Union

Example of most relevant agro investment banks - Slovenia

Deželna banka Slovenije (The Country Bank of Slovenia):

Website :https://www.dbs.si/produkt/kredit-za-kmetijsko-dejavnost

Required documents:

- Application form – application to a loan to farmer
- Statement on Ownership

Apply for credit with required documents; the insurance of credit is obligatory

Sign contract: after approvement, normally in two to three working days

Examples of funding: credits are aimed to basic activity, to build new farming premises, to buy new herd of animal, to buy new farm mechanization/equipment, to arrange new fields and plantations, development of complementary activities on farm…)

Source/Link: https://www.dbs.si/produkt/kredit-za-kmetijsko-dejavnost

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

4.6.1 Applying for fund, credit and/or bank loan – Slovenia

Slovenian Entrepreneurial Fund: Incentives for Startups – finance and consultancy for start ups (https://evem.gov.si/info/razmisljam/spodbude-za-podjetnistvo/)

Employment Office: Incentives for self-employment – education, consultancy, finance (https://www.ess.gov.si/delodajalci/financne_spodbude/ugodnosti_pri_zaposlovanju)

Ministry of agriculture, forestry and food, Agency for agricultural markets and development: funding programs and incentives for development of rural areas; includes eco-farming incentives as well (https://www.program-podezelja.si/sl/)

Slovene regional development fund: repayable financial incentives, starting capital in the fields of entrepreneurship, farming, forestry and regional development (http://www.regionalnisklad.si/)

EU Funds: tenders from funds of European Kohesy Policy (https://www.eu-skladi.si/sl/ekp)

SPIRIT: incentives in the field of entrepreneurship, innovativeness, technological development, internationalization and foreign investments (https://www.spiritslovenia.si/)

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

4.6.2 Applying for European Union fund

- **Select the appropriate Fund**
  - First of all, an appropriate EU fund is determined according to the nature of your business. Some EU funds are as follows.
    - European Regional Development Fund (ERDF)
    - Cohesion Fund (CF)
    - European Agricultural Fund for Rural Development (EAFRD)
    - European Social Fund (ESF)
    - European Maritime and Fisheries Fund (EMFF)

Co-funded by the Erasmus+ Programme of the European Union

4.6 How to conduct a successful interview in obtaining funds, credits and/or bank loans?

- **Visit website the suitable EU funds for your business**
- Link: https://ec.europa.eu/regional_policy/index.cfm/en/funding/erdf/
- Link: https://ec.europa.eu/regional_policy/index.cfm/en/funding/cohesion-fund/
- Link:https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/rural-development
- Link: https://ec.europa.eu/esf/home.jsp?langId=en
- Link: https://ec.europa.eu/fisheries/cfp/emff/

Co-funded by the Erasmus+ Programme of the European Union

4.7 Identifying your eco-system: Supply and demand

4.7.1 Identify the suitable market ecosystem - Turkey

PRESENT THE ECOSYSTEM

The market ecosystem enables marketing of manufactured eco-products under better conditions.

- For example: producer, breeder, grower, manufacturer, etc.
  - Internal markets
    - Delivered directly to the address
    - Delivery to supermarkets
    - Delivery to special shops
  - External markets
    - Exporting companies

Example from Turkey

Recently, the bread factory namely, 'Istanbul Halk Ekmek' started a comprehensive social responsibility project, which aims to reach small and poor eco-farmers in eastern Turkey. In 2006, this bread factory contracted these eco-farmers to produce eco-wheat, make bread and sell it to the relatively wealthier consumers in Istanbul, in the hope and expectation that this would have a significant impact on poverty alleviation and rural development – but the potential benefits are multidimensional. Eco-farmers in the project area adopt organic agricultural practices, and their incomes are increased through market guarantees and Premium prices. Thus the project may limit the drift from the land, help the development of domestic markets and hence persuade other producers to farm ecologically –

https://www.researchgate.net/publication/233596391_Organic_agriculture_The_case_of_Turkey

Co-funded by the Erasmus+ Programme of the European Union

4.7 Identifying your eco-system: Supply and demand

4.7.1 Identify the suitable market ecosystem - Slovenia

Example from Slovenia

The Korenika eco-social farm is located in Šalovci, at the very heart of the Goričko Landscape Park. After only a few years of operation, Korenika has already become recognizable in a wider geographical area. The professional public recognizes it as an example of good practice in social entrepreneurship, employing people with disabilities and other vulnerable social groups, as well as sheltered employment. At the Korenika farm, we established a system of organic food production and processing. We produce crops, herbs, fruit and vegetables on over 20 hectares of land, and we also pick wild fruit and turn them into organic products.

Web: https://www.korenika.si/ (sales oriented web page)

Facebook: https://www.facebook.com/ekokorenika

LinkedIn: https://www.linkedin.com/company/korenika/

You Tube: https://www.youtube.com/user/korenika123

Korenika
EKO-SOCIALNA KMETIJA

Co-funded by the Erasmus+ Programme of the European Union

4.7 Identifying your eco-system: Supply and demand

4.7.1 Identify the suitable market ecosystem - Bulgaria

For Bulgaria (BG) – Eco-farm “Cherga”

- The farm is located in the ecologically clean area of the village of Alino, away from the city noise.
- It grows both vegetables and flocks of sheep.
- Veal and pork are grown in Yagodovo, which guarantees the superior taste and quality of their products.
- The only thing used as technology other than manual labor is an autoclave, which is to help sterilize the jars.
- All their products are prepared according to home recipes, without preservatives, dyes and substitutes.
- Source: http://bonafide.bg/market/eko-ferma-cherga/#

Co-funded by the Erasmus+ Programme of the European Union

4.7 Identifying your eco-system: Supply and demand

4.7.1 Identify the suitable market ecosystem - Greece

- Successful paradigms
  - **Christina Strimpakou**: "An intellectual olive grower". A young woman living in Filiatra, Messinia - where the traditional family olive grove is located. "Our choice was to organize our traditional business in a modern way and that's why we participate in Orange Grove , the innovative project of the Dutch embassy. It may not be very common for a traditional business to participate in a incubator, but we feel that we belong to the new generation of Greek entrepreneurs who use new and open approaches to regenerate our country's primary sector and to claim a dynamic position in the global market"

(http://www.newmoney.gr/palmos-oikonomias/ellada/item/144839-61138-254)

Co-funded by the Erasmus+ Programme of the European Union

4.8 How to establish sustainable marketing relations?

- There are five different strategies in the establishment of a sustainable marketing.
- The Auchan supermarket chain in France has secured hundreds of hectares of land in order to make small urban farms around some of their sites to grow and sell local environmentally-friendly eco-products.

Link: https://www.retaildetail.eu/en/tags/auchan

Link: https://www.completefrance.com/living-in-france/utilities-services/11-french-eco-initiatives-1-5780987

  - Consumer-oriented marketing
  - Customer-value marketing
  - Innovative marketing
  - Sense of mission marketing
  - Societal marketing

Link: https://study.com/academy/lesson/sustainability-marketing-definition-strategies-example.html

Link: https://www.marketingtutor.net/what-is-e-marketing/

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

The delivery of products (plant and animal products) or services to the consumers on their door steps via the Internet is called e-marketing. Some of the advantages of e-marketing are given below.

- Instant response
- Cost-efficient
- Less risky
- Greater data collection
- Interactive
- Way to personalized marketing
- Greater exposure of your product
- Accessibility

Link: https://www.marketingtutor.net/what-is-e-marketing/

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Farm direct marketing involves selling a product from the farm directly to customers. Often, the farmer receives a price similar to what the grocery store charges. This method of marketing is more entrepreneurial or business-like than wholesale marketing. In a manner of speaking, the farmer using this method grows a “product” more than a crop. The opportunity to interact with growers is one of the reasons consumers like to purchase this way. The experience of the purchase is often part of the product. There are a variety of advantages to farm direct marketing

- Since small quantities of farm products can be sold, small producers can participate.
- The farmer sets the price or is more in control of the price. Good products and services can get attractive prices and therefore, small farms can be profitable.
- Payment is usually immediate.

Link: https://eorganic.org/node/1693

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Types of e-marketing: Most important types of e-marketing are given below.

- Creating a farm web site
- Social media marketing (Facebook, Instagram, etc.)
- Online stores
- Blogs
- Email Newsletters

Link: https://eorganic.org/node/1493#internet

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of plant products on Facebook

Example: Sultan Veli Organik Arı Ürünleri-Bitkisel Ürünler – Turkey

- The main purpose of the establishment of this e-marketing is to deliver quality organic bee products to people on their door steps.
- This e-marketing is producing quality and ample amount of organic products and sell them at affordable prices to the community.

Link: https://www.facebook.com/Sultanveli-Organik-Arı-Ürünleri-Bitkisel-Ürünler-67794865959/?ref=page_internal

Co-funded by the Erasmus+ Programme of the European Union

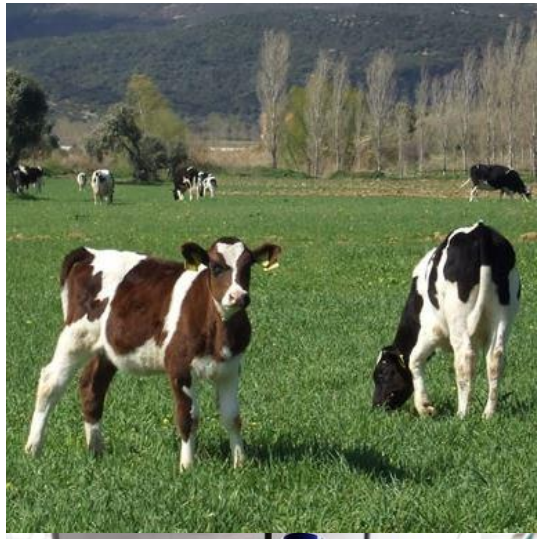
4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of animal products on Facebook

Example: Elta-Ada Organik Tarım Çiftliği - Turkey

- This farm is located in Gökçeada (Imbros Island) District of Çanakkale, Turkey.
- This farm is producing organic products of animals and plants.
- It is one of the biggest eco-farm businesses in Turkey.

Link: https://www.facebook.com/Elta-Ada-Organik-884686881589943/?ref=page_internal



ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of plant products on Instagram

Example: Roka Organik – Turkey

- Roka Organik serves with many organic products to the people.
- Organic certified medicinal plants and herbal teas of Ida Mountains (Kazdağıları) are being sold in packets through e-marketing.

Link: https://www.instagram.com/rokaorganik/

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of animal products on Instagram

Example: Peynirevi – Turkey

- This e-market serves organic animal products to the customers on their door steps.

Link: https://www.instagram.com/peynirevi/

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of plant products on YouTube

Example: Organic Shopping in Besiktas – Turkey

- The following organic products are available in the organic shopping in Besiktas, Istanbul.
- Oils, pastes, herbs, cosmetics, ointments, spices, etc.

Link: https://www.youtube.com/watch?v=s6AbXbSyl_o

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of animal products on YouTube

Example: Büyük Zavotlar, Kars – Turkey

- The main office of this market is found in the Kars city of Turkey.
- This market serves with organic animal products to its customers.

Link: https://www.youtube.com/watch?v=7vE7bKZOF-A

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

ZEMLJA MORJE (Land-Sea; Cooperative of Istrian farmers) – Slovenia

Years ago, the cooperative with the status of a social enterprise emerged as a self-initiated initiative of six Istrian organic farmers, with the desire to enter the market together and provide Slovenian consumers with access to quality local organic food. In addition to sincere care for our customers and the fight against deception and fraud in the food industry, our business is also based on democratic governance - one member one vote, non-profit - we invest the cooperative's profits in development, fair payment for farmers and care for nature and the environment.

Web: https://www.zemljainmorje.si/ (sales oriented web page)

Facebook:https://www.facebook.com/zemljainmorje/

Instagram: https://www.instagram.com/zemljainmorje/?hl=en

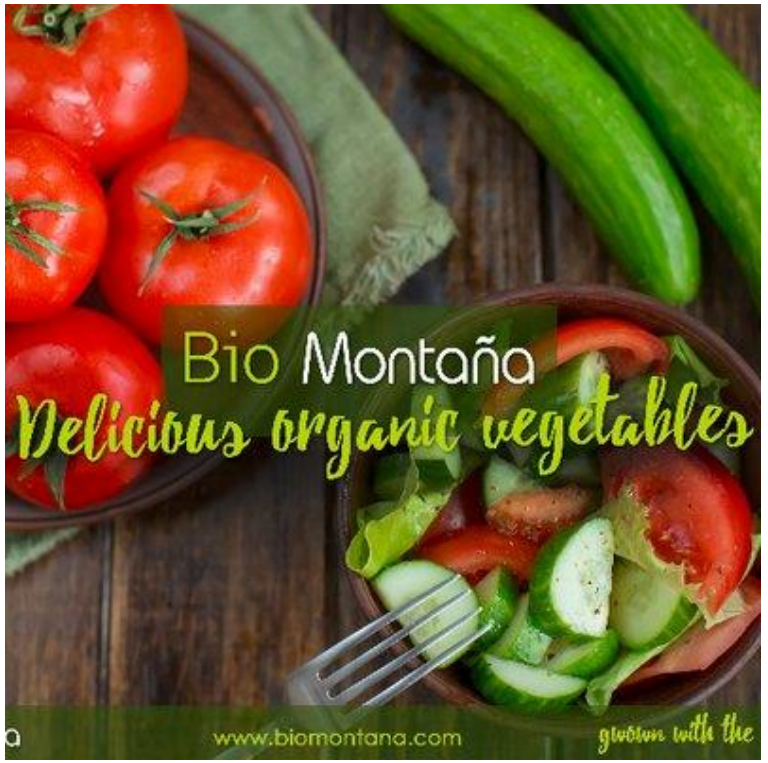
Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of plant products on Facebook

Example from EU: Bio Montaña S.L.

Link: https://www.facebook.com/BioMontan



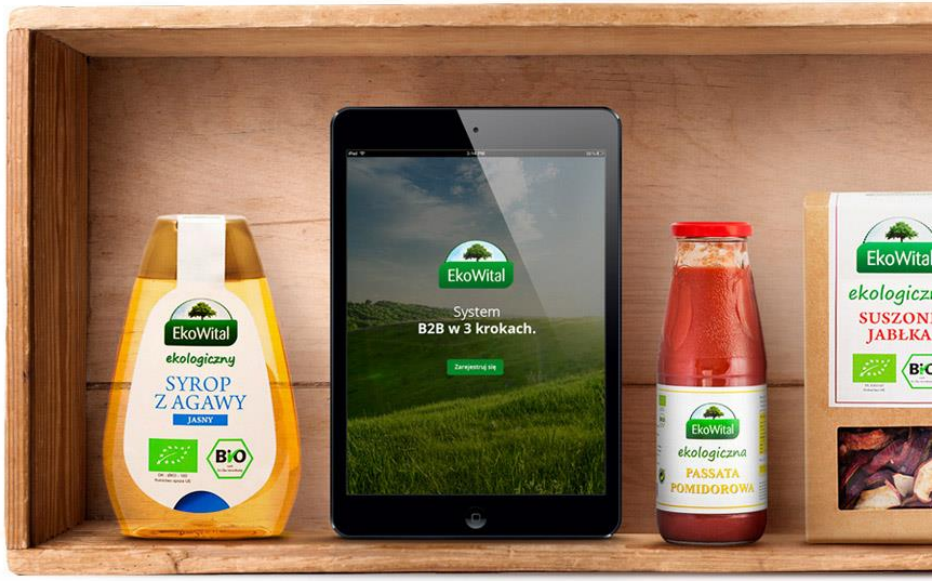
Co-funded by the
Erasmus+ Programme
of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of animal products on Facebook

Example from EU: EcoVital

Link: https://www.facebook.com/Productosecologicosasg



Co-funded by the
Erasmus+ Programme
of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of plant products on Instagram

Example from EU: Ziani Organic Oils

Link: https://www.instagram.com/ziani_organic_oils/

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of animal products on Instagram

Example from EU: Biofrisch Nordost

Link: https://www.instagram.com/explore/tags/biofrischnordost/

Biofrisch NORDOST

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of plant products on YouTube

Example from EU: BioTropic

Link: https://www.youtube.com/channel/UC95ErHMzUCbR-WvexhxIVgQ

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Marketing of animal products on YouTube

Example from EU: BRIO I Produttori biologici spa

Link: https://www.youtube.com/watch?v=DeCma3Glj5w

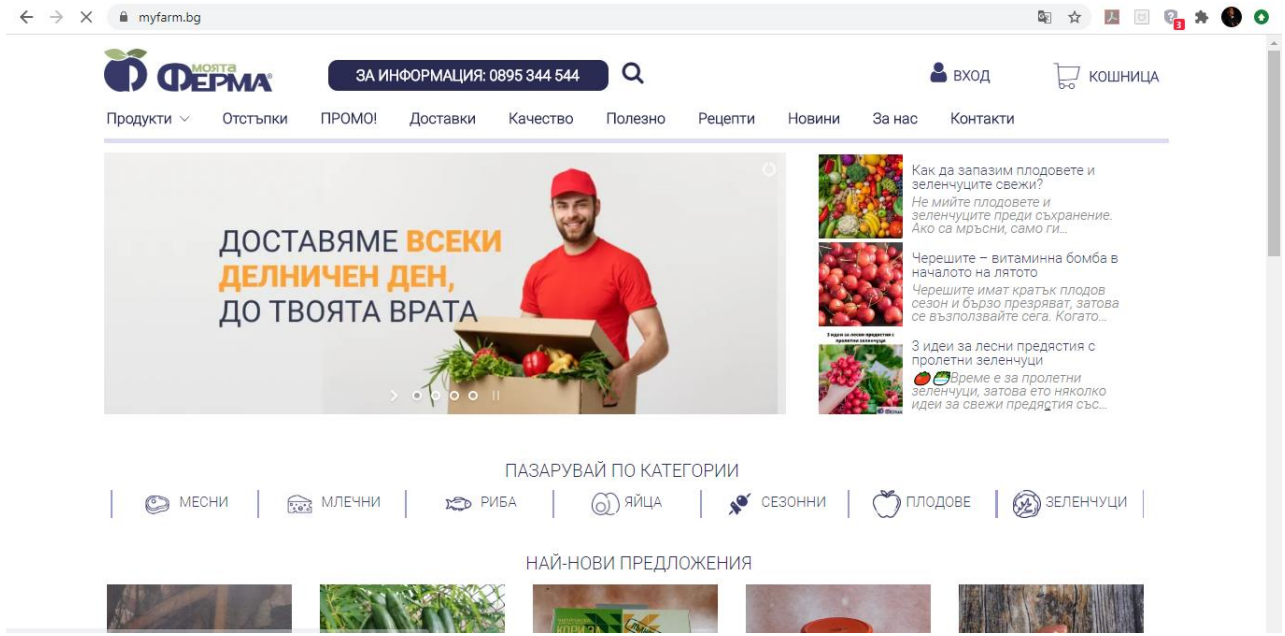
BRIO® biorganic

Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Bulgaria (BG)

- www.myfarm.bg
- ‘My Farm’ is a store that holds and guarantees the quality of food. We are inspired by the values of pure, tasty and useful authentic Bulgarian food. We cooperate with manufacturers with recognized know-how, defending their name while maintaining uncompromising quality.

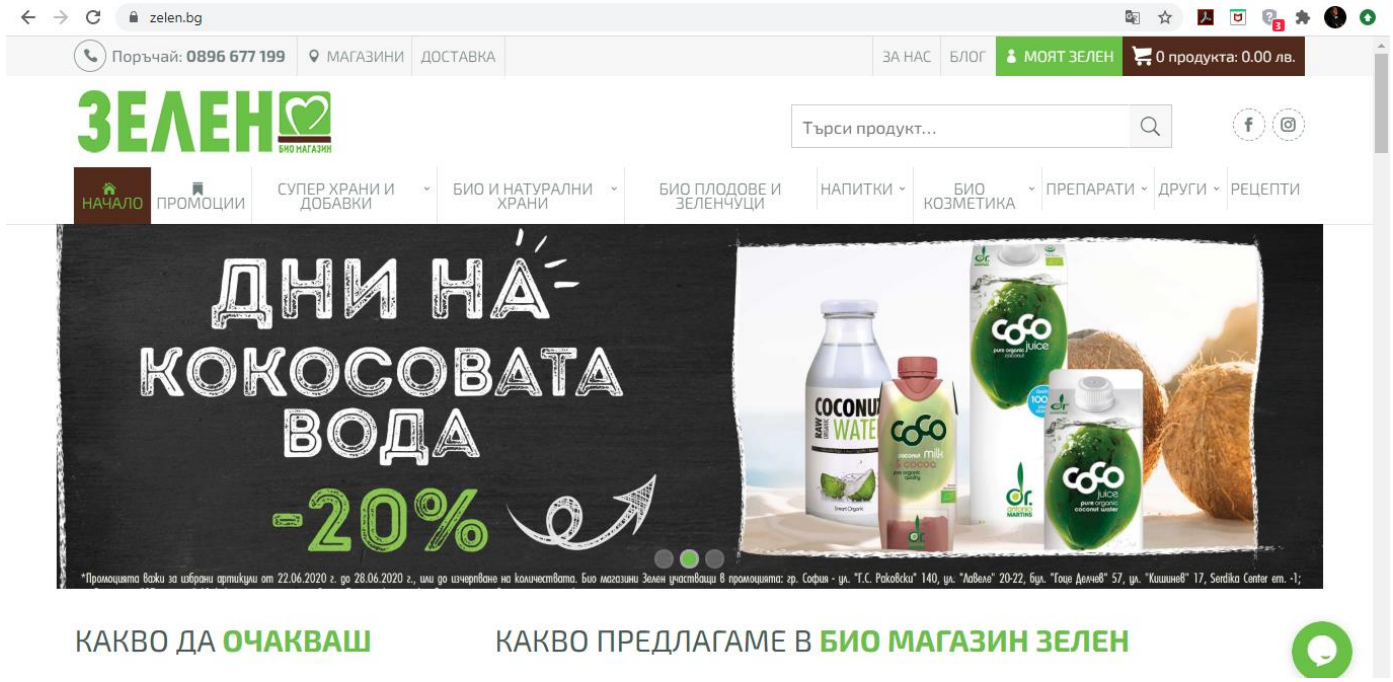


Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Bulgaria (BG)

- www.zelen.bg
- Organic shop GREEN started its way from a small shop in the center of Sofia in 2008.
- It appears as a natural result of the belief that pure and natural products are the best means of strength, energy, a cheerful body and thoughts - a choice that has become everyday.

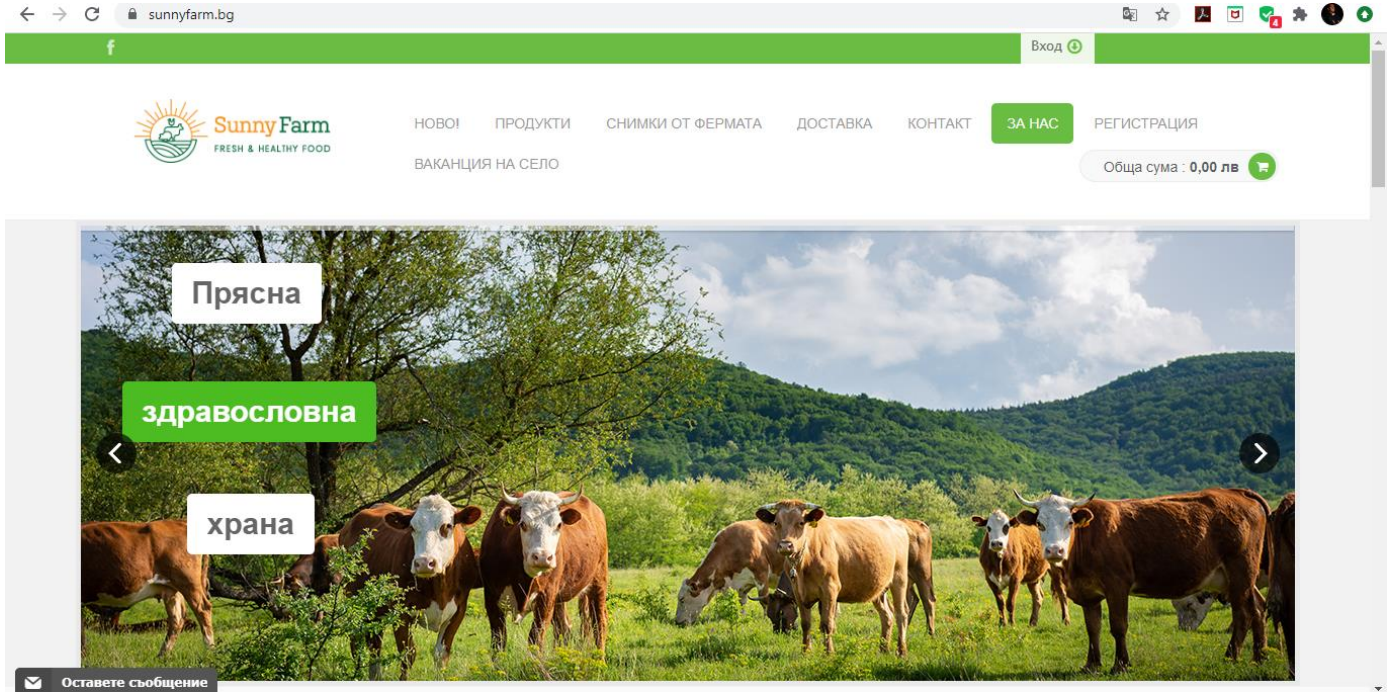


Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Bulgaria (BG)

- www.sunnyfarm.bg
- A small symbiotic farm located in the pre-Balkan village of Ablanitsa, 12 km from the town of Lovech.
- Their motto is “We deliver food on schedule.”

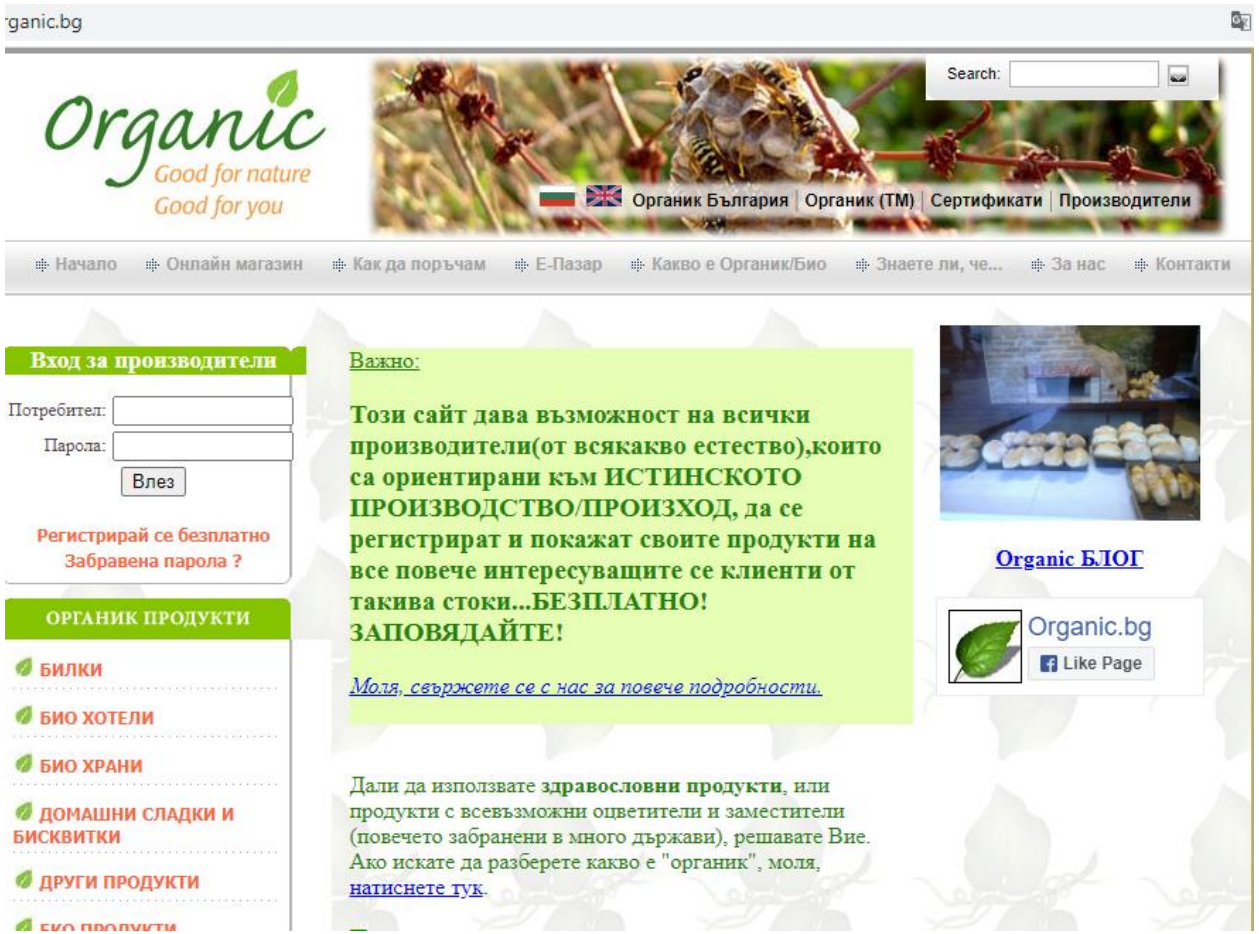


Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Bulgaria (BG)

- www.organic.bg
- This site allows all manufacturers (of any nature), which are oriented to the true production/origin, to register and show their products to more and more interested customers of such goods.

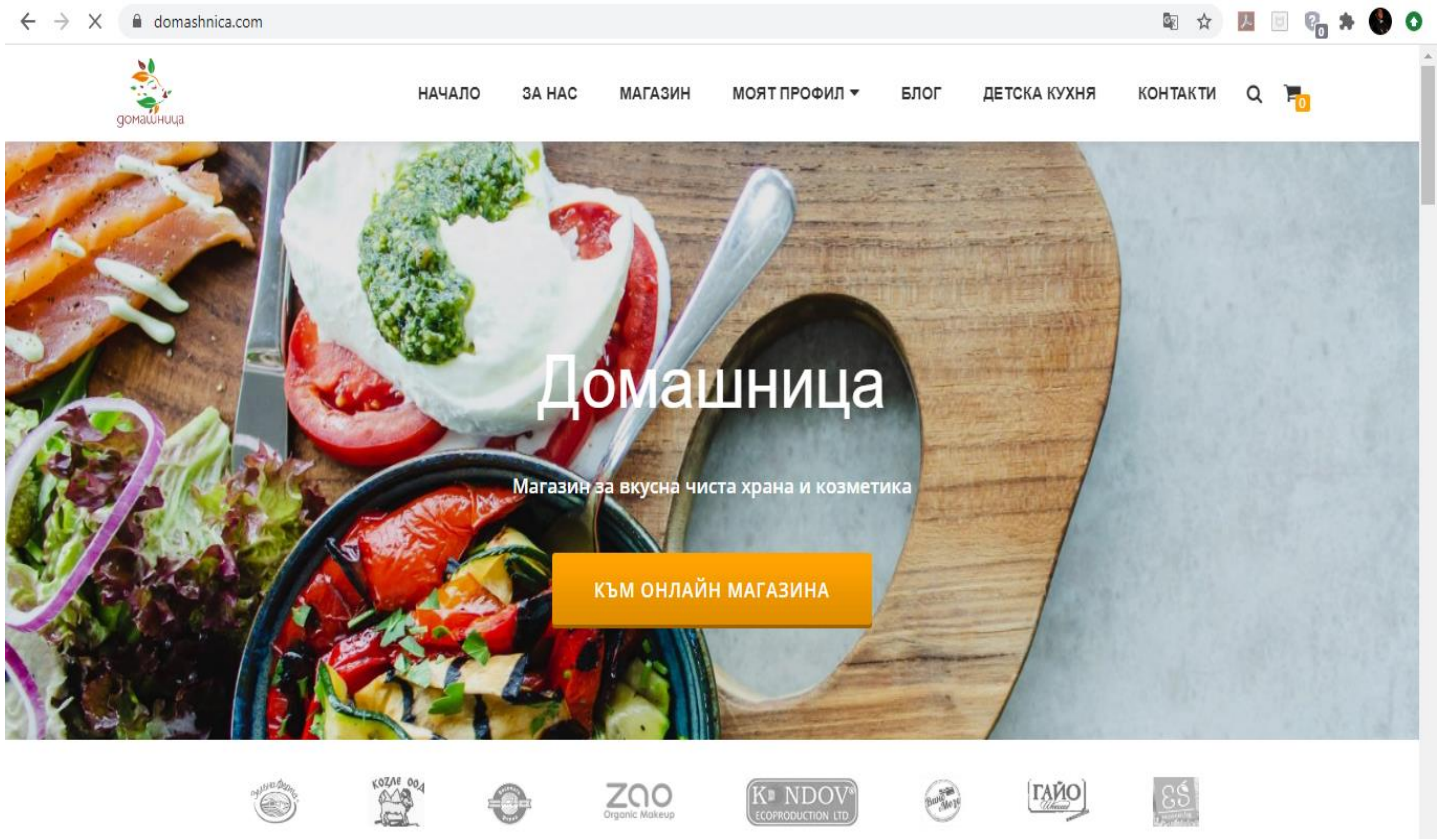


Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Bulgaria (BG)

- www.domashnica.com
- Organic store and workshop in Sofia region.



Co-funded by the Erasmus+ Programme of the European Union

4.9 E-marketing opportunities for young eco-farm entrepreneurs

Greece (EL)

- **THESGALA-PIES**: (https://www.thesgala.com/) One of the most well-known studies-cases of a healthy business mentality in the modern Greek cooperative economy, is the case of the cooperative "THESGALA-PIES". A young doctor changed the cooperative model in Greece and the mentality of the producer who expected to live on subsidies.

  A cooperative can be healthy and operate on business terms. Starting in Thessaly and Pieria and based in Larissa, the "THESGALA-PIES" cooperative was founded at the end of 2010 with the inspiration of **Dr. Thanassis Vakalis** and thanks to the vision and continuous efforts of a group of dairy breeders. Soon, and through the hard work and passion of its members, it evolved into the first standard cow's milk production cooperative established in our country.

  With the central motto "We work together differently", "THESGALA-PIES" tries to defend the interests of its members, combining the provision of high quality milk to consumers at fair prices, worthy of the added value of the final product.

  The cooperative installed for the first time nationwide in the neighborhoods of Larissa machines for automatic sale of new technology milk. Every day, fresh, pasteurized, quality and safe milk arrives immediately in the tanks of vending machines. The consumer chooses the desired quantity, 1 and 1/2 liters, as well as the desired packaging, glass reusable bottle and disposable plastic bottle.

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

WP5: Joint qualification curricula for acquisition of managerial and entrepreneurial skills by farmers at eco-farm SME

Module 5: Recognition of prior learning, in-house further training provision and mentoring support to newly recruited employees

Author: ECOLOGYKM Ltd., Bulgaria

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

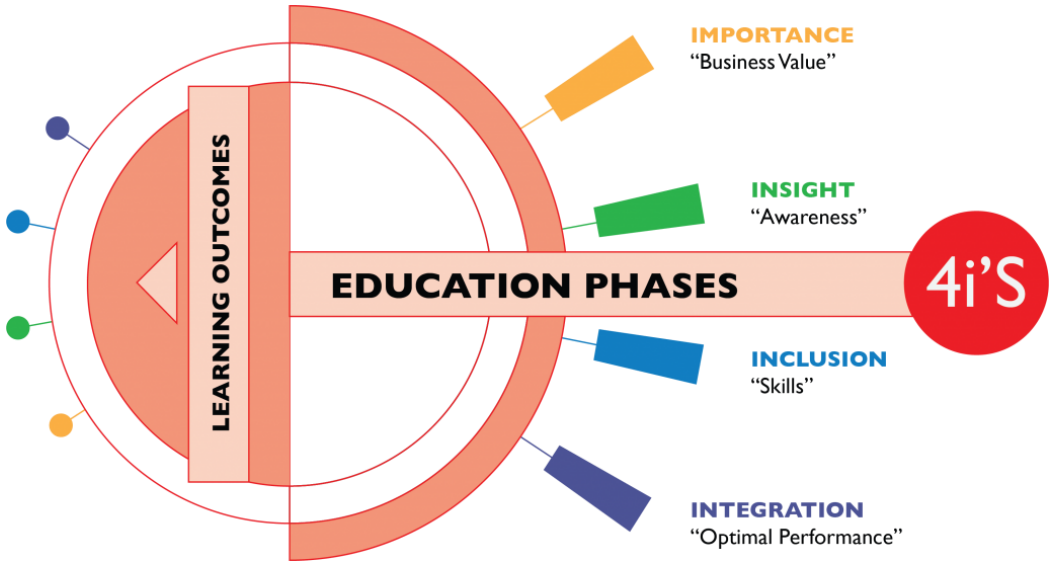
Table of content

Co-funded by the Erasmus+ Programme of the European Union

5.1 Recognition of prior learning and provision of training support for newly recruited employees

5.1.1 Recognition of prior learning (RPL) of the employee

- Recognition of prior learning is an **assessment process** that involves **assessment** of an individual's relevant prior learning (including formal, informal and non-formal learning) to determine the level of their knowledge, skills and competences



Co-funded by the Erasmus+ Programme of the European Union

5.1 Recognition of prior learning and provision of training support for newly recruited employees

5.1.1 Recognition of prior learning (RPL) of the employee

- The RPL process is giving an opportunity to the eco-farm managers to recognize the level of initial abilities of the recruited workforce.
- It gives a potential for reducing skills mismatch, meeting skills demand of a fast changing labour market, providing cost-effective further in-house training, promoting eco-farm sector development and smoothing a successful retention at workplace.

Co-funded by the Erasmus+ Programme of the European Union

- The Recognition of Prior Learning (RPL) process can help those individuals, who do not have qualifications, to acquire in-house training that matches their knowledge and skills, and thereby contribute to improving their employability, social inclusion and self-esteem.

- This increased prospect for inclusion in the labour market is a win-win situation for all. Employers (eco-farm managers) will be able to access proof of skilled personnel and better match them with suitable jobs, while also increasing productivity.

Co-funded by the Erasmus+ Programme of the European Union

5.1 Recognition of prior learning and provision of training support for newly recruited employees

5.1.2 Matching the level of existing knowledge and the requirements of the field work in the eco-farm

- You, as an eco-farm manager, may contact the National qualification VET authorities to provide you with an additional support in order to conduct a RPL process upon recruitment of new workforce.
- For each job profile, there are written requirements in terms of knowledge, skills and competences which the employee should possess (in accordance with the state educational and qualification standards).
- Every person, who went through the RPL process, will confirm that it was for them a transformative experience that allowed them to grow personally and professionally.

Co-funded by the Erasmus+ Programme of the European Union

The real benefit of the RPL process

- RPL is enabling identifying, documenting and validating employees' knowledge, skills and competences.
- RPL gives an opportunity to ask questions, that people rarely ask during their careers.
- It gives the opportunity to make a point of all that they learned during their professional and personal career path, put precise words on the competences

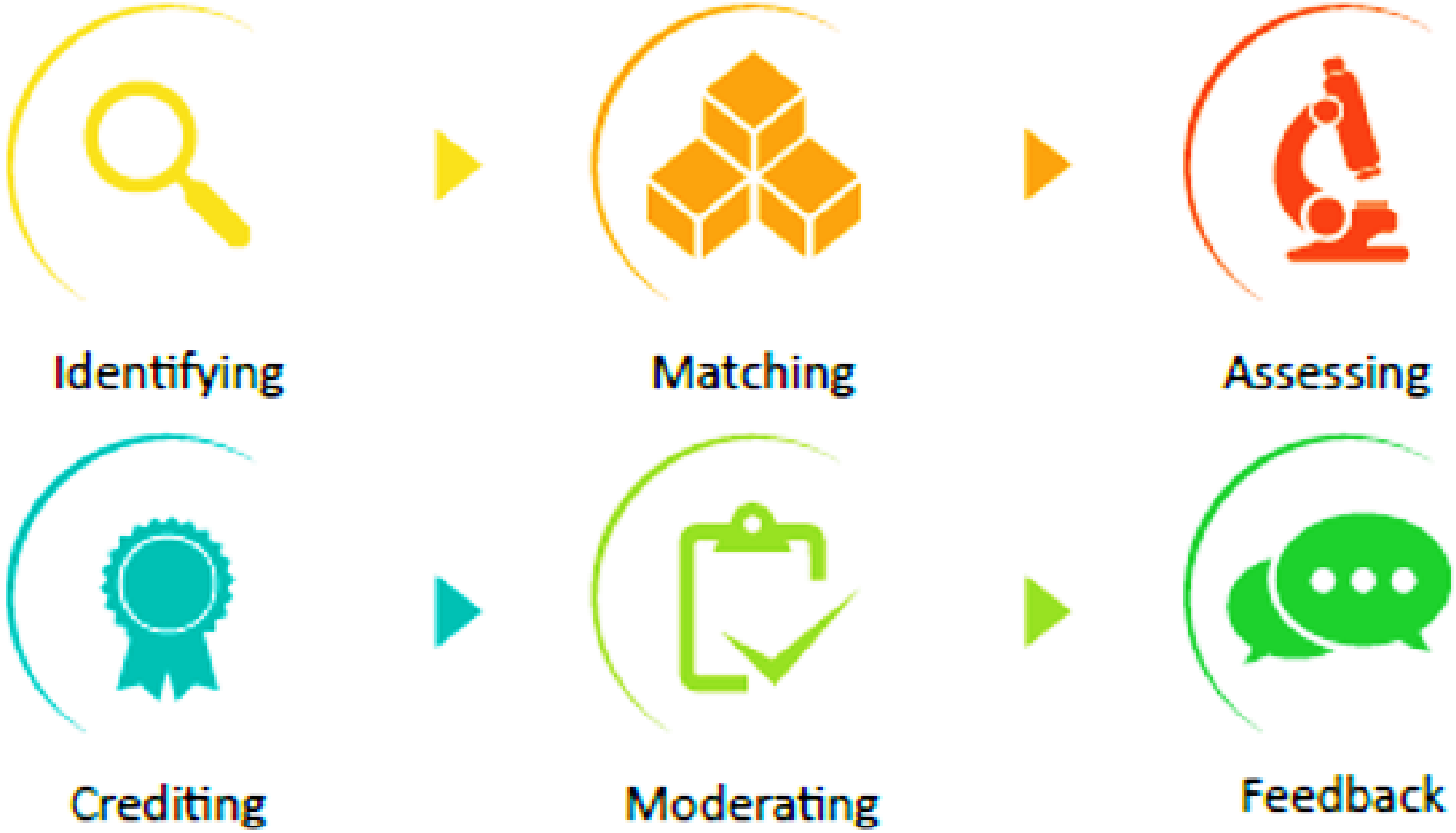
Co-funded by the Erasmus+ Programme of the European Union

Challenges of conducting the RPL procedure

- Insufficient information about the procedure
- Mistakes in the selection of appropriate diploma/certificate
- Inappropriate preparation
- Lack of motivation
- Employee's fear of being judged
- …

Co-funded by the Erasmus+ Programme of the European Union

RPL PROCESS



Co-funded by the
Erasmus+ Programme
of the European Union

RPL stages at ecofarms

Identification	• Identify relevant experiences and acquired learning • Review of gained knowledge, skills and competences (during formal, non-formal and in-formal setting)
Documentation	• Methodically map all the competences linked to particular job position at your eco-farm entity • Make competences visible through collecting any kind of evidence
Assessment	• Compare gained competences to specific state educational standard • Using different methods: interview, work simulation, discussion, assignment
Certification	• Offer alternative paths (e.g. partial validation) • Organise in-house training or suggest a further training at VET institution

Co-funded by the Erasmus+ Programme of the European Union

- These four phases can be implemented in various ways, respecting specific national arrangements, policies and institutional contexts. However, all of these four phases should be in some way or another present in the national RPL system.

- Correspond the recognised knowledge, skills and competences to the job profile of the recruited employee

- Avoid neglecting the voluntary or unpaid experience – the people achieved a lot during such activities.

Co-funded by the Erasmus+ Programme of the European Union

Questions, which you may ask?

- What did you develop in your professional and voluntary experience that could be related to your job at my company?
- Do you have the required professional experience? If so, please explain what is it about.
- How can I benefit from you as part of my team?
- In what direction you would like to improve yourself?
- Do you have any preferences to acquire additional knowledge, skills and competence? In which area? In which format? How?
- Do you agree to improve yourself in the areas, where you have gaps?

Co-funded by the Erasmus+ Programme of the European Union

5.1 Recognition of prior learning and provision of training support for newly recruited employees

5.1.3 Approaches to acquire new knowledge

- Learning and getting knowledge is not a process which is acquired only by simply reading books or going through so called "presentations" or “e-learning” but also by performing work.
- Thus anything that is learned while working is a permanent learning as it gets stored in the subconscious mind.

Co-funded by the Erasmus+ Programme of the European Union

Possible approaches that you as employer may offer to the employee to gain on the job knowledge

- Learning by doing
- Reflective practice
- Coaching to or from others/colleagues/managers
- Mentoring
- Professional discussions with others colleagues/managers
- Supervising/managing staff
- Staff meetings
- Briefings
- Peer review
- Appraisals
- Participating in individual/team performance development activity
- Site visits
- Job rotation

Possible approaches that you as employer may offer to the employee to gain on the job knowledge

- Work-based assessing
- Special interest, steering, study or focus groups
- Self-assessment questionnaires
- Case studies
- Delivering presentations
- Explaining particular task/work in front of colleagues
- In-house training (both formal and informal)

5.2 Possible training approaches

5.2.1 Coaching sessions

- Giving all employees access to a free, confidential, workplace counselling service can potentially be viewed as part of an employer's duty of care.
- The counselling process is about providing a sounding board for an employee, giving them a safe place to talk about issues that trouble them, and allowing counsellors to help them find their own solutions to problems or develop better ways to manage issues.

Co-funded by the Erasmus+ Programme of the European Union

- It is not about giving advice, but about providing a non-judgmental, empathic and accessible means to allow an employee to find a way forward.

- This can help them better engage with employees with problems, develop skills in empathy, demonstrate a more open and transparent manner, and build a closer trusting relationship with the staff member.

- Many people in the workforce learn their skills through on-the-job training. This often takes the form of informal but highly effective coaching. Think of a situation where you provided one-on-one support and focused on the needs of an individual to help them achieve a goal. That was coaching.

Co-funded by the Erasmus+ Programme of the European Union

What you can do?

- Show a new team member how to complete a routine
- Help him/her to solve a problem
- Arrange that s/he can work with someone to improve the way s/he do a task
- Ask questions to clarify what they do know and don’t know
- Rephrase explanations to help them understand
- Show them how to do something, as well as give them written or verbal instructions

Co-funded by the Erasmus+ Programme of the European Union

What you can do?

- repeat a demonstration for them
- watch how they do the task and offer advice
- respond to their questions.

- Before you begin coaching to a new employee, you must know who, what, why, when, where and how you will coach.
- By the time you can answer all of these questions, you will also have confirmed there is a need for coaching and established that it is the most appropriate approach.

Co-funded by the Erasmus+ Programme of the European Union

Mind always the following:

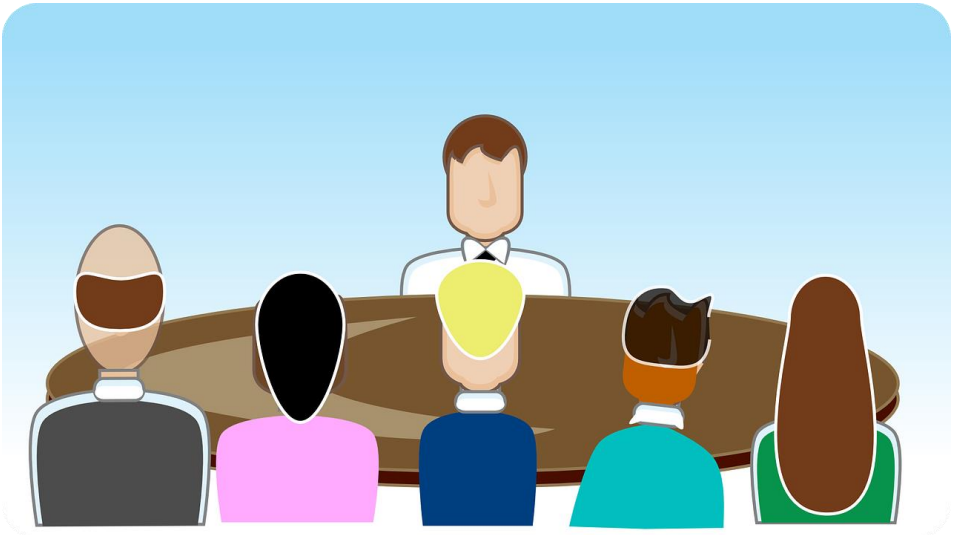
"What I hear, I forget."
"What I see, I remember."
"What I do, I understand."
"What I practice, I apply."

Co-funded by the Erasmus+ Programme of the European Union

5.2 Possible training approaches

5.2.3 Practical/case assignment

- You, as an employer, could assign a practical task that the newly recruited employee should complete.
- You may assess the level of his/her performance in many forms - orientation session questioning, observation, track their progress in a personal journal, a demonstration of their skills to provide evidence of their mastery of new skills etc.
- Assessment of their performance can be as simple as asking the employee how well they think they are performing.



Co-funded by the Erasmus+ Programme of the European Union

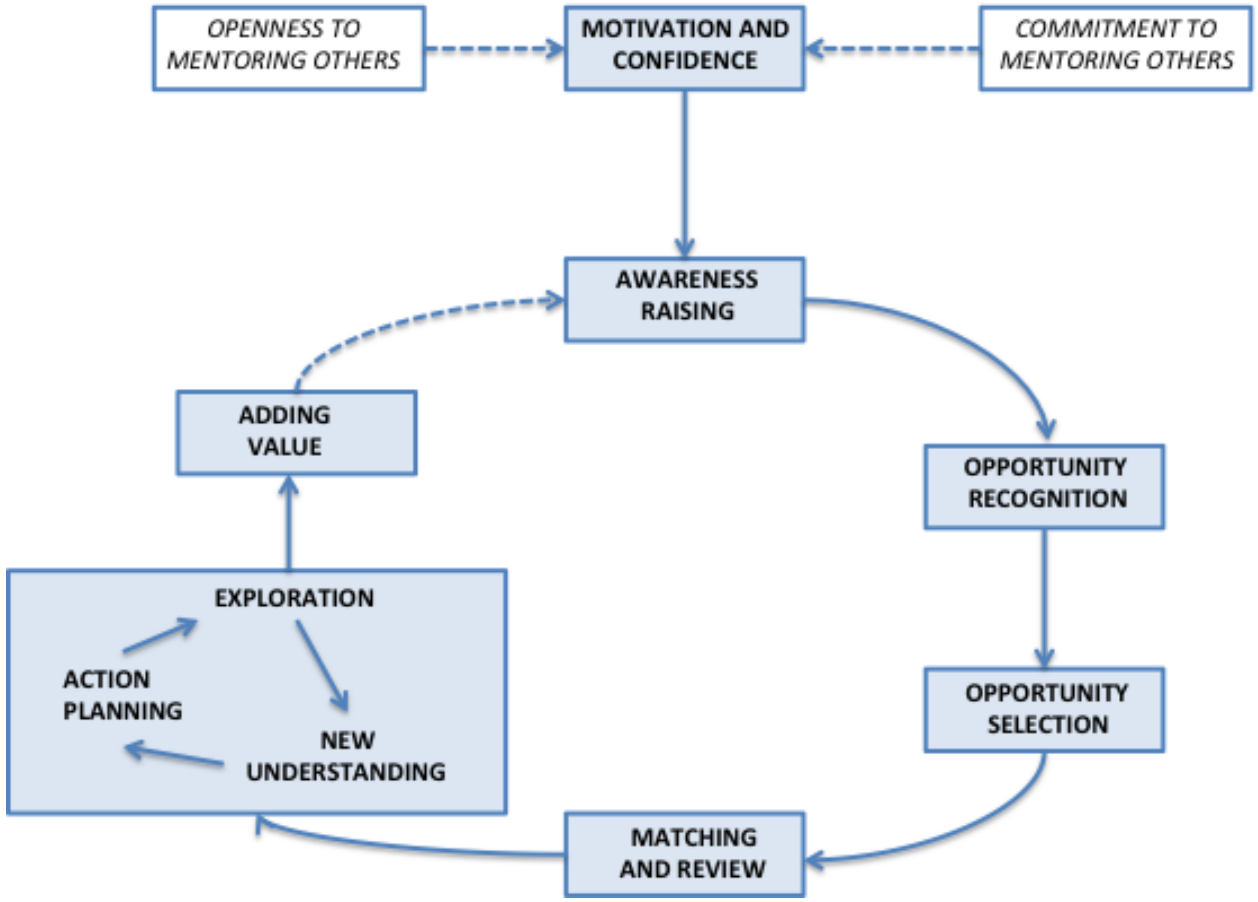
During this process you may:

- Ask questions that encourage deeper thought and participation
- Encourage the employee to ask questions
- Provide explanations that are pitched at the employee's current level of understanding
- Use visual aids to support explanations
- Demonstrate procedures correctly and confidently
- Provide the employee with sufficient time to practise
- Put the learning in context using real-world examples
- Keep discussions and learning focused and on track.

Co-funded by the Erasmus+ Programme of the European Union

5.3 Mentoring support for newly recruited employees

5.3.1 The benefits of work based mentoring



Co-funded by the Erasmus+ Programme of the European Union

Definition

- A useful overall definition of mentoring is: “A one-to-one, non-judgmental relationship in which an individual mentor voluntarily gives his/her time to support and encourage another” *(Home Office (UK) 2001)*.

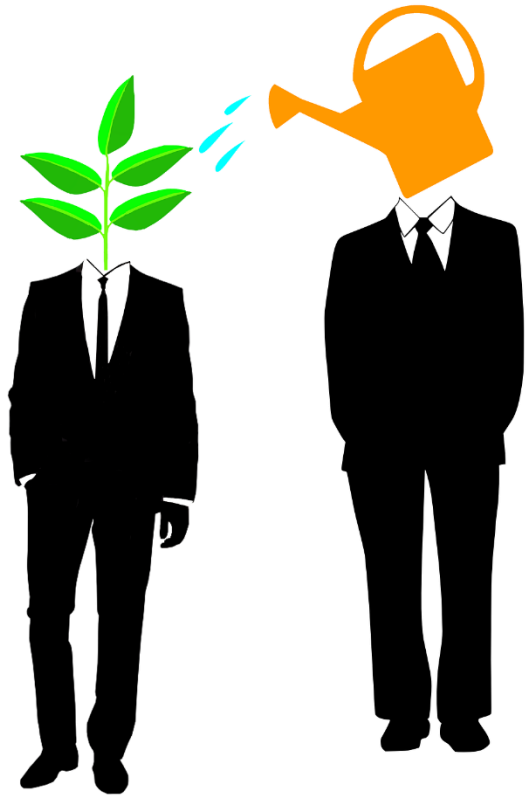
- Mentoring has been found to be effective in helping people develop the abilities to meet a wide variety of challenges associated with normal social life.

- Enhancing employability is a common theme, but it is just one of the many challenges addressed within work-based mentoring programmes.

Co-funded by the Erasmus+ Programme of the European Union

Importance of mentoring

- Participants are paired based on several criteria — organic expertise, farm size, production type, and location — to match complimentary learning goals and skills.
- Transformation as a result of mentorship
- The nurturing of entrepreneurial skills
- Improved networking skills



Co-funded by the Erasmus+ Programme of the European Union

Features of mentoring

- It is a relationship involving regular meetings between the mentor and the employee, although the frequency and duration of the meetings can vary considerably.
- It is a mechanism for sharing experience between two parties – a two-way street – with benefits for both players.
- It is not compulsory
- It is goal-oriented and agreeing these goals is a key early objective in the mentoring process.
- Each party must agree to the choice of the other and, although both will be expected to do their best to make the relationship work (mentoring is, after all, substantially about developing key and transversal skills), each must have the option to withdraw if it fails.

Co-funded by the Erasmus+ Programme of the European Union

Introduction to the transformative power of agricultural mentorship

Farmer-to-farmer mentoring program engage an organic farmer who can show:

- Best practices for your type of farming operation
- How to get your farm ready for certification
- Tips to move your farm forward

Co-funded by the Erasmus+ Programme of the European Union

Why?

- Organic farmers can find it overwhelming to understand the regulations and best organic practices to follow on their farm.

- The mentorship program offers new and beginning organic farmers the unique opportunity to learn from experienced organic farmers who are going through (or have experienced) similar challenges. From technical expertise to business know-how, mentorship is a chance to learn from someone else's practice to help define your own goals and approach.

- When farm peers have matched appropriately, mentees will be empowered to engage effectively. The mentees will develop shared learning goals, areas of interest, and opportunities for regular idea exchanges over the course of their relationship with their mentor.

Co-funded by the Erasmus+ Programme of the European Union

5.3 Mentoring support for newly recruited employees

5.3.2 Key successful factors

Before starting of an actual mentoring support think about the following:

What seems to be the main problem and barrier for the newly recruited employees? Why is entrepreneurship indifferent as an option, regarding young people? Do they lack inspiration & creativity? Do they lack youth empowerment? Do they need innovative solutions? What are the new knowledge and skills that needs to be developed as being your employee?	How to motivate your newly recruited staff? Do you need to establish flexible mentoring framework? What support measures you can apply? Can you use upgrade training centres as further support? How to validate the knowledge, skills and competences gained during the mentoring scheme by your employees?

Co-funded by the Erasmus+ Programme of the European Union

5.3 Mentoring support for newly recruited employees

5.3.3 How to become a successful mentor?

- Both non-organic farmers transitioning to organic practices and organic farmers pursuing certification for the first time can be a mentee.
- All mentee applicants must have at least two years of commercial farming experience.

Co-funded by the Erasmus+ Programme of the European Union

Example commitment for a mentor

- Make a 12-month commitment to be a mentor.
- Attend the program kick-off meeting with all other mentor and mentee participants.
- Give approximately 15 hours over the course of the 12-month program to the mentee with whom they are paired (more contact is encouraged, if appropriate).
- Share advice, technical assistance, wisdom, philosophies and sympathy with diligence and honesty, to the best of the mentor's ability, via phone, email and face-to-face meetings.
- Host the mentee at your farm at least once during the course of the program.
- Provide a final report and evaluation of the mentee and his or her experience with the program at the end of the time as mentor.
- <u>IMPORTANT: The reverse relationship can occur whereby mentors learn also from the mentees (interpersonal skills).</u>

Co-funded by the Erasmus+ Programme of the European Union

5.3 Mentoring support for newly recruited employees

5.3.4 Mentoring activities

- Agreement on mentoring support at workplace between the mentor (employer) and the employee
- Target-setting agreed by both parties – action plan creation
- Timeline of the sessions
- Monitoring of the performance of the employee – use a portfolio

Co-funded by the Erasmus+ Programme of the European Union

Example goal setting

- Develop a season extension plan for their farm
- Deepen understanding of soil fertility management
- Improved seedling production and greenhouse management
- Raise pigs in conjunction with a vegetable operation
- Develop a business plan for a new farm
- General management assistance for new managers
- Learn more about employee management, labour structures
- Explore the farm model and philosophy of their mentor farmer

Co-funded by the Erasmus+ Programme of the European Union

Structure of a possible mentoring program

- **Mentor Pairing**
  - Mentees will be paired with mentors based on interest, goals and location.
  - Applicants can request or suggest mentors they are interested in working with or a strong mentor match must be found.
- **Mentorship Structure**
  - Goal setting and the structuring of the mentorship based on the individuals in each mentor relationship.
  - Mentees and mentors can choose communication strategies, set dates to visit each other's farms and map out a plan for the year.

Co-funded by the Erasmus+ Programme of the European Union

Structure of a possible mentoring program

- **Support by coordinator**
  - Facilitate the development of learning plans and connect mentees to resources that aid in their professional development as farmers.
- **Workshops**
  - Participation in relevant agri-workshops and conferences with mentor and mentee.
  - Mentees will also connect with other participants at the workshops and conferences to develop a network of beginning farmers with whom they can share information and resources.

Co-funded by the Erasmus+ Programme of the European Union

- Face-to-face meetings enhance mentoring relationships and require investment.
- Take steps to address time poverty. Mentees must be encouraged to be proactive and not expect their mentor to chase them. At the same time, pairs could be supported to use digital tools such as Google Calendar to help them set meetings.
- Help mentees ask for help. Training and check in procedures should be established to provide an environment for mentees to ask for help.
- Regular check-ins are important for expectation setting, motivation and also for observing problems as they emerge. Future programs should ensure that regular reporting by mentees and mentors is conducted in a way that is relatively unobtrusive, valued by all parties as helpful, timely, straightforward and easy to apply.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

Case study farming mentoring

- CROATIA // 2016 // Elders teaching the Youth
  - The project started from Youth Associations in small villages near Split linking with elders (60-70 years) who have been farmers their entire life, to ensure that their knowledge is not lost, but is passed onto today's youth.
  - The program lasted 6 months and covered 6 topics relevant to traditional Croatian agriculture.
  - The program was held on farms, where the participants were able to sample the elder's products.
  - Some key benefits of this mentoring program include the social inclusion aspects (elders are pensioners that are living alone), avoiding knowledge loss and reducing the generation gap through social interactions between elders and young people.
  - Local media took up the story which provided visibility to the issue of passing on knowledge, but also to the elder's farms.
  - The project was funded by local government on a small scale.

Co-funded by the Erasmus+ Programme of the European Union

5.3 Mentoring support for newly recruited employees

5.3.5 How to assess the results and impact?

- At the end of the mentoring scheme you may revisit the results, given during the RPL process at the beginning with those at the end of the mentoring process
- Discuss the outcomes with the mentee and if needed arrange further training session if there are severe gaps
- Always be positive and encourage the mentee/employee – you both need each other in order to succeed.

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECOFAR project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

WP5: Joint qualification curricula for acquisition of managerial and entrepreneurial skills by farmers at eco-farm SME

Module 6: Legislation in eco-farming

Author: Canakkale Onsekiz Mart University, Turkey

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Table of contents

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

Under Regulation (EC) № 834/2007 of 28 June 2007 on organic production and labeling of organic products and repealing Regulation (EEC) № 2092/91 assumes that:

- The objectives of the organic production policy are embedded in the objectives of the Common Agricultural Policy (CAP) by ensuring that farmers receive a fair return for complying with the organic production rules.
- The growing consumer demand for organic products creates conditions for further development and expansion of the market in those products and thus for an increase in the return of eco-farmers engaged in organic production.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

- Organic production is an overall system of farm management and food production that combines best environmental practices, the preservation of natural resources, the application of high animal welfare standards and a production method in line with the preference of certain consumers for products produced using natural substances and processes.

https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1396535236920&uri=CELEX:32007R0834

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

- Organic production sector is on the increase in most of the EU member countries. Growth in consumer demand in recent years is particularly remarkable.
- Recent reforms of the common agricultural policy, with its emphasis on market-orientation and the supply of quality products to meet consumer demands, are likely to further stimulate the market in organic product.
- Against this background the legislation on organic production plays an increasingly important role in the eco-farming policy framework and is closely related to developments in eco-farming markets.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

- Community legal framework governing the sector of organic production should pursue the objective of ensuring fair competition and a proper functioning of the internal market in organic products, and of maintaining and justifying consumer confidence in products labelled as organic.
- It should further aim at providing conditions under which this sector can progress in line with production and market developments.

https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1396535236920&uri=CELEX:32007R0834

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

- The European Action Plan for Organic Food and Farming proposes to improve and reinforce the community's organic farming standards and import and inspection requirements.
- In this regard, the council called on the commission to review the community legal framework in this field with a view to ensure simplification and overall coherence and in particular to establish principles encouraging harmonization of standards and to reduce the level of detail.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

- It is defined more explicitly the objectives, principles and rules applicable to organic production, in order to contribute to transparency and consumer confidence as well as to a harmonized perception of the concept of organic production.
- General organic production rules should be established with regard to plant, livestock, and aquaculture production, including the rules for collection of wild plants and seaweeds, rules on conversion along with the rules on production of processed food, including feed and organic yeast. https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1396535236920&uri=CELEX:32007R0834

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

- Development of organic production should be facilitated further, in particular by fostering the use of new techniques and substances better suited to organic production.
- Genetically modified organisms and products produced from or by GMOs are incompatible with the concept of organic production and consumers' perception of organic products. They should therefore not be used in organic farming or in the processing of organic products.
- The aim is to have the lowest possible presence of GMOs in organic products. The existing labelling thresholds represent ceilings which are exclusively linked to the adventitious and technically unavoidable presence of GMOs.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

- Organic farming should primarily rely on renewable resources within locally organized agricultural systems.
- In order to minimize the use of non-renewable resources, wastes and by-products of plant and animal origin should be recycled to return nutrients to the land.
- Organic plant production should contribute to maintaining and enhancing soil fertility as well as to preventing soil erosion.
- Plants should preferably be fed through the soil eco-system and not through soluble fertilizers added to the soil.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.1 Organic production

- The essential elements of the organic plant production management system are soil fertility management, choice of species and varieties, multiannual crop rotation, recycling organic materials and cultivation techniques. Additional fertilizers, soil conditioners and plant protection products should only be used if they are compatible with the objectives and principles of organic production.
- Livestock production is fundamental to the organization of agricultural production on organic holdings in so far as it provides the necessary organic matter and nutrients for cultivated land and accordingly contributes towards soil improvement and the development of sustainable agriculture.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

Example: Honey production

- Honey trade in many parts of the world is governed by regulations.
- These regulations fall into two broad categories i.e.,
  - They are used to ensure that a product sold as honey really is honey, and not an adulterated substance or false Honey.
  - They are used to ensure that any honey is safe to eat, and is not contaminated with anything harmful to human health

https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1396535236920&uri=CELEX:32007R0834

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

- The main purpose of these regulations are to maintain standards of honey and keep consumers safe.
- Legislation with the greatest implications for countries wishing to export their honey to the EU is Directive 96/23/EC.
- This Directive determines that for a country to be eligible to export honey to the EU, it must be included in a list of 'third countries' which have shown that they are monitoring chemical residues.
- It is necessary for countries to establish national monitoring systems for honey, for residues of antibiotics, pesticides and heavy metals.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

- Residue Monitoring Plans (RMPs) which show how these residues are being monitored must be submitted annually to the EU for approval.
- It is important to understand that because a EU country is denied access to the EU market as a result of this legislation, this doesn't mean that their honey is of low quality. It means that the necessary procedures and paperwork have not been put in place to prove that the honey quality is being monitored regularly.

https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1396535236920&uri=CELEX:32007R0834

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

Important organic products of Bulgaria

- Organic wheat
- Organic barley
- Organic corn
- Organic fruits, berries and nuts
- Organic fresh vegetables (including melons and strawberries)
- Organic aromatic and medicinal plants

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

Major organic agricultural products of Turkey

- Dried apricots
- Hazelnuts
- Dried figs
- Apple juice
- Frozen fruits
- Lentils
- Frozen vegetables

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

Major organic animal husbandry products of Turkey

- Cow milk
- Veal
- Sheep meat
- Goat meat
- Beehives
- Eggs

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

Important organic products of Slovenia

- Organic olives
- Organic grapes
- Organic fruits
- Organic vegetables
- Organic green fodder
- Organic cereals
- Top-selling organic products are: fresh vegetables, dairy products and cereals

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

Important organic products of Greece

- Kalamata olives
- Halkidiki green olives
- Organic olive oil
- Organic capia peppers
- Organic sea fennel

Co-funded by the
Erasmus+ Programme
of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.2 Labelling of organic products

- Each plant and animal product has the label of organic onto it.
- A product shall be regarded as bearing terms referring to the organic production method where, in the labelling, advertising material or commercial documents, such a product, its ingredients or feed materials are described in terms suggesting to the purchaser that the product, its ingredients or feed materials have been obtained in accordance with the rules laid down in this legislation under the Article No. 23, Labelling use of terms referring to organic production in eco-farming.
- Example: European biologo

https://ec.europa.eu/food/sites/food/files/animals/docs/aw_other_aspects_labelling_report_en.pdf

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.2 Labelling of organic products

- European biologo can only be used on products that have been certified as organic by an authorized control body. It means that they have fulfilled strict conditions on how they must be processed, transported, stored and produced.
- Biologo can only be used on products when they contain at least 95% of organic ingredients.
- Biologo makes it easier for the consumers to identify organic products and helps farmers to market them across the EU.
- European biologo gives a coherent visual identity to European Union produced organic products.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.2 Labelling of organic products

- European biologo should be used by all pre-packaged certified EU organic products (animal, plant and food products) and sold within the European countries.
- EU biologo must not be smaller than 13.5 mm by 9mm. In the case of very small packaging where this is not possible, 9mm by 6mm is permitted.
- For further information about EU biologo, please visit the following link.

https://ec.europa.eu/info/food-farming-fisheries/farming/organic-farming/organics-glance/organic-logo_en

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.3 Animal health care welfare legislation

- Animal health care is the practice of reducing the need for veterinary treatment and minimizing morbidity and mortality.
- This is achieved through the development of a preventive health program, including regular prophylactic examinations.
- The veterinarian in charge of the farm monitors the animal health, taking into account the epidemiological data of the region.
- He/she should use medicines responsibly to avoid creating resistance in pathogenic microorganisms.

https://ec.europa.eu/food/sites/food/files/animals/docs/comm_ahac_20181203_pres-04.pdf

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.3 Animal health care welfare legislation

- Maintaining good animal health also largely depends on the eco-farmer who,
  - provides good nutrition for all animals.
  - applies rotational grazing to other species of animals to control the spread of parasitic diseases.
  - applies quarantine to purchased animals on the holding.
  - caters for animal welfare based on the "five freedoms" as required by the European Union.

https://ec.europa.eu/food/sites/food/files/animals/docs/comm_ahac_20181203_pres-04.pdf

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.4 Safety legislation and environmental protection

- The scope of the directive has been extended three times to cover, respectively, the management of waste from the mining industry, the safety of offshore oil and gas production.
- In recent years, environmental policy has made significant progress, for example in the area of energy policy, as reflected in the concurrently developed EU climate and energy package or in the roadmap for a competitive low carbon economy by 2050.

https://ec.europa.eu/food/sites/food/files/animals/docs/aw_other_aspects_labelling_report_en.pdf

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.4 Safety legislation and environmental protection

- The basic framework includes:

  a) Environmental action programs

  The programs set out nine priority objectives, including: nature conservation, greater environmental sustainability, sustainable growth with low carbon intensity in resource efficiency and combating environmental risks to health.

  b) Horizontal strategies

  In 2001, the EU launched its Sustainable Development Strategy to promote growth and employment with an environmental dimension.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.4 Safety legislation and environmental protection

c) International environmental cooperation

The EU is a major player in international environmental negotiations. It is a party to numerous environmental agreements on a global, regional scale, on a wide range of issues such as nature and biodiversity, climate change and transboundary air or water pollution.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.4 Safety legislation and environmental protection

The Union also helped shape several important international agreements in 2015 at the UN level, such as the 2030 Agenda for Sustainable Development (which includes the 17 Sustainable Development Goals (SDGs) and 169 sub-objectives), the Paris Agreement on Climate Change FP from Sendai to reduce disaster risk. In the same year, the EU also became a party to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.4 Safety legislation and environmental protection

d) Environmental Impact Assessment and Public Participation

Some projects (private or public) that are likely to have a significant environmental impact, such as the construction of a motorway or an airport, are subject to environmental impact assessment. Environmental issues are included at the planning stage and possible consequences are considered before the project is approved or authorized to ensure a high level of environmental protection.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.4 Safety legislation and environmental protection

e) Implementation and monitoring

EU environmental legislation includes directives, regulations and decisions. The effectiveness of EU environmental policy is largely determined by its implementation at national, regional and local level, with unsatisfactory implementation and implementation being monitored. Monitoring is crucial - both to the state of the environment and to the degree of implementation of EU environmental legislation.

Co-funded by the Erasmus+ Programme of the European Union

6.1 Legislation of eco-farming products at EU level

6.1.4 Safety legislation and environmental protection

The European Parliament plays an important role in formulating EU environmental legislation. It calls for greater security of investment in support of environmental policy and for efforts to combat climate change, as well as to take greater account of environmental issues more and better, other policies.

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

- There are different legislations for eco-farming products at national level in each country.
- Such legislations are followed while exporting, importing, marketing, storing, packing, labeling and selling the eco-farming products have separate and different legislations which have been implemented at national level.
- All of the people, companies, firms and government sector institutions and organizations, which are directly or indirectly related to the production and business of eco-farming products, they are strictly bound to follow and implement the legislations of national level.

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

The main focused production in terms of eco-farming is the plant products. Legislation about Different plant products on National level has been decided by the Ministry of Agriculture and Forestry along with the cooperation and understanding of Provincial and District Directorate Centers of Agriculture and Forestry all over in the country.

National legislations for plant production - Turkey

This legislation lies under the Article No: 8 (Law: RG-15/2/2014-28914) of the Turkish Ministry of Agriculture and Forestry.

a) This article describes that any plant product is produced under the control of the eco-farming entrepreneur by signing a contract with the authorized institution.

b) The eco-farming entrepreneur who will grow eco-farm plant products is taken to the transition period first.

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

c) This transition period may increase or decrease as a result of the examination of the record of land in previous years, used application practices, general situation of the Region, risk situation and management and the Crops that will be grown in future.

d) It would be decided by the authorized body to accept the period of previous activities as part of the transition period according to the following criteria,

1- If it would be proved with the help of documentations that is land has not been used for at least three years for any eco-farming activities before then this time period is considered as part of the transition period, except the legislations mentioned in Annex a and b of this law.

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

2- The above mentioned period is considered as part of the transition period, as a result of the certification of eco-farming production area with an official document that it is included in the areas related to mandatory environmental and rural protection.

e) The transition period can also be reduced by the committee with the proposal of the controlling authority/institution in case where it has been required to use any kind of chemical input by the state for disease or insect pests control in previous three to five years.

f) Conventional plant products of the same species and variety that cannot be easily distinguished from these products cannot be produced at the same time in the same eco-farming enterprise.

https://www.mevzuat.gov.tr/MevzuatMetin/1.5.5262-20100311.pdf

Co-funded by the Erasmus+ Programme of the European Union

National legislations for plant production – Bulgaria

- Ministry of agriculture, food and forestry – Laws https://www.mzh.government.bg/bg/normativni-aktove/zakoni/

- Law on plant protection: https://www.mzh.government.bg/media/filer_public/2020/06/10/zakon_za_zashchita_na_rasteniiata.pdf

- Law to support agricultural farmers https://www.mzh.government.bg/media/filer_public/2018/10/09/zpzp.pdf

Co-funded by the Erasmus+ Programme of the European Union

National legislations for plant production – Greece

- Legislation in Fresh Fruit and Vegetables: http://www.minagric.gr/index.php/el/for-farmer-2/crop-production/oporokipeytika/287-nopa-oporokipeytika
- Bio / Eco Products Legislation: http://www.minagric.gr/index.php/el/for-farmer-2/biologikgeorgiaktinotrofia/641-eunikinomothesiabiologika
- Regulations of fresh and vulnerable agricultural products: Article 14 - Law 4587/2018 https://www.lawspot.gr/nomikes-plirofories/nomothesia/n-4587-2018/arthro-14-nomos-4587-2018-rythmiseis-nopon-kai

Co-funded by the Erasmus+ Programme of the European Union

National Legislations for Plant Production – Slovenia

Directive 2009/128/EC of the European Parliament and of the Council of 21 October 2009 establishing a framework for Community action to achieve the sustainable use of pesticides (hereinafter: Directive 2009/128/EC) was implemented by adopting the Plant Protection Products Act (Uradni List RS (UL RS; Official Gazette of the Republic of Slovenia) No 83/12) hereinafter: ZFfS-1) and other implementing regulations transposing the provisions of the Directive. In December 2012 the Government of the Republic of Slovenia adopted the National Action Programme for achieving sustainable use of plant protection products 2012-2022.

https://ec.europa.eu/food/sites/food/files/plant/docs/pesticides_sup_nap_svn-rev_en.pdf

Co-funded by the Erasmus+ Programme of the European Union

National legislations for animal production – Bulgaria

- The law on animal production:

https://www.lex.bg/laws/ldoc/2134934528

- Regulations: Ministry of agriculture, food and forestry

https://www.iasrj.eu/%D0%B4%D0%BE%D0%BA%D1%83%D0%BC%D0%B5%D0%BD%D1%82%D0%B8/%D0%BF%D1%80%D0%B0%D0%B2%D0%B8%D0%BB%D0%BD%D0%B8%D1%86%D0%B8

Co-funded by the Erasmus+ Programme of the European Union

National legislations for animal production – Greece

- Regulations on livestock and livestock facilities and other provisions: (Law 4056/2012 as appearing in the Hellenic Government Gazette A-52 / 12-3-2012)) https://www.e-nomothesia.gr/kat-agrotike-anaptukse/ktenotrophia/n-4056-2012.html

Co-funded by the Erasmus+ Programme of the European Union

National legislations for animal production – Turkey

- In eco-farm breeding of livestock, breeds that are capable of adapting to environmental conditions and resistant to diseases are selected.
- For this purpose, priority is given to local animal breeds and hybrids that have adapted to that region.
- Natural methods of reproduction are used in eco-farm animal breeding.
- Moreover, artificial insemination is also allowed in eco-farm animal breeding.
- Cloning and embryo transfer methods are not allowed in eco-farm animal production in Turkey.
- All of the above regulations come under the Article No: 16 (Law: RG-24/5/2013-28656 as appearing in Turkish Government Gazette) https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=14217&MevzuatTur=7&MevzuatTertip=5

Co-funded by the Erasmus+ Programme of the European Union

National legislations for animal production – Slovenia

The main law about animal production is **Zakon o živinoreji (ZŽiv) – UL 18/2002**

Source: https://www.gzs.si/Default.aspx?tabid=43833

- This law lays down the objectives of livestock the conditions and method of rearing and smooth rearing. It is regulating the methods of animal husbandry and fodder base, breeding programs, modification and preservation of the properties of domestic animals, transfer of selection achievements in breeding, preservation of genetic variability, genetic reserves and indigenous breeds, professional tasks and services in the field of livestock farming and genetic banks in livestock farming, livestock farming, educational and research work , transport and the market in breeding material, means of providing funds for the exercise of this law and oversight of the implementation of this law.

  All legislation is described in the link below (in Slovene language):

https://www.gzs.si/zbornica_kmetijskih_in_zivilskih_podjetij/vsebina/Nacionalna-zakonodaja

Co-funded by the Erasmus+ Programme of the European Union

National legislations for animal production – Slovenia

We add some data for animal production in Slovenia. In the survey on animal production (KME-ŽIV/L) we try to estimate the production of meat, hen's eggs and cows', ewes' and goats' milk in Slovenia in view of requirements of European statistical legislation. To this end we use all available data sources (statistical and administrative sources), which are combined with some expert estimates.

- https://www.stat.si/StatWeb/File/DocSysFile/8054
- https://www.stat.si/dokument/5299/revisionofstatisticaldatamegeneral.pdf
- https://arhiv.kis.si/pls/kis/!kis.web?m=4&j=EN

Co-funded by the Erasmus+ Programme of the European Union

National legislations for animal health care welfare – Bulgaria

Ministry of agriculture, food and forestry - Laws

- Law on animal care: https://www.mzh.government.bg/media/filer_public/2018/02/27/zakon_za_zashchita_na_zhivotnite_v_sila_ot_31012008_g_obn_dv_br13_ot_8_fevruari_2008g_izm_dv_br80_ot_9_oktomvri_2009g_izm_dv_br8_ot_25_ianuari_2011.pdf

Co-funded by the Erasmus+ Programme of the European Union

National legislations for animal health care welfare – Greece

- Regulations on livestock and livestock facilities and other provisions: (Law 4056/2012 as appearing in the Hellenic Government Gazette A-52 / 12-3-2012)) https://www.e-nomothesia.gr/kat-agrotike-anaptukse/ktenotrophia/n-4056-2012.html

Co-funded by the Erasmus+ Programme of the European Union

National legislations for animal health care welfare – Turkey

- National legislations for animal health care welfare regulations come under the Article No: 19 (Law: RG-10/1/2016-30297 as appearing in Turkish Government Gazette).
- The floor of the animal shelters should be smooth but not slippery.
- The minimum half of the total floor area should be hard and flat.
- All animals should be able to reach the pastures, outdoor exercise or open shelter areas.
- Transportation of animals, from one place to another, is done under stress-free circumstances and in short delay of time. Please, visit the following link for further details.

https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=14217&MevzuatTur=7&MevzuatTertip=5

Co-funded by the Erasmus+ Programme of the European Union

National Legislations for Animal Health Care Welfare – Slovenia

- The main law about animal production is: **Zakon o živinoreji (ZŽiv) – UL 18/2002.**
- In the 6. Article: (Animals adapted to breeding) this law prescribe that “Domestic animals must be reared in such a way as to satisfy their biological needs, that they are not disturbed by their physical needs and their behavior, that their adaptation capacity is not exceeded and that they comply with the regulations governing the protection of animals and veterinary surgeons.”

- Source: https://www.gzs.si/Default.aspx?tabid=43833

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

6.2.1 Where to find information about legislation at national level?

In Turkey

- Legislation on the eco-farming products of plant and animal has been published in the Official Newspaper in 24 December, 1994 according to the Turkish Law No: 22145.
- This legislation was renewed later according to the revisions made according to the European Union regulations.
- This revised legislation has been published in the official newspaper on 11 July 2002 under the law No: 24812 that changed the name of the regulation and was renamed as 'Regulation on Principles and Practice of organic farming'.
- The revisions are still in progress and the latest legislation of 2015 has been published in the official newspaper in 22.07.2015 under the law No:29422 - https://ec.europa.eu/info/food-farming-fisheries/farming/organic-farming/organic-production-and-products_en#organicproductionrules

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

6.2.1 Where to find information about legislation at national level?

In Slovenia, the information about the legislations at national level are found into the following given links.

- Sources:
  - https://www.managementstudyguide.com/social-entrepreneurship.htm
  - https://www.toppr.com/guides/business-management-and-entrepreneurship/social-entrepreneurship/meaning-and-concept-social-entrepreneurship/
  - http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO6175
- Video:
  - https://www.youtube.com/watch?v=9_g5RqwW51I&list=PL6HxSyThhJKcEyEqOTRRVuj1QoqaYY7xI

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

6.2.1 Where to find information about legislation at national level?

In Bulgaria,

The information about the legislations at national level are found into the following given links:-

Sources:

https://lex.bg/bg/laws/ldoc/2137187968

https://www.lex.bg/bg/laws/ldoc/2137187968

https://www.bi-gd.org/site/bg/proekti-2/tekushti-proekti/111-newbieproject

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

6.2.1 Where to find information about legislation at national level?

In Greece,

- Regulation on the bio / organic production of agricultural products and the relevant indications on agricultural products and foodstuff: (KYA 245090/31-01-2006) http://www.a-cert.org/files/Legislation/288_fek_157_b_10.02.2006.pdf
- Regulation concerning the derogatory approval of the import of birds, in an organic egg production unit, up to 18 weeks of age that have not been bred biologically: (KYA 245100/06-02-2006) http://www.a-cert.org/files/Legislation/288_kya_245100_06.02.2006.pdf and (KYA 245243/22-05-2006) http://www.a-cert.org/files/Legislation/288_kya_245243_22.05.2006.pdf
- Creation of a Database of Biological Propagation Material and by way of derogation approving the use of non-biological propagating material: (KYA 288915/27-11-2006) http://www.a-cert.org/files/Legislation/288_fek_1785_b_7.12.2006.pdf

Co-funded by the Erasmus+ Programme of the European Union

6.2 Legislation of eco-farming products at national level

- Regulation on the bio / organic production of agricultural products and the relevant indications on agricultural products and foodstuff: (KYA 336650/ 29-12-2006) http://www.a-cert.org/files/Legislation/288_ya_336650_29.12.2006.pdf and (KYA 296851/05-07-2007) http://www.a-cert.org/files/Legislation/288_fek_1114_b_05.07.2007.pdf
- Additional measures for organic livestock farming, due to catastrophic fires, in fire-affected areas: (KYA 335273/06-11-2007) http://www.a-cert.org/files/Legislation/288_kya335273bg26-10-2007.pdf and (KYA 305814/18-07-2008) http://www.a-cert.org/files/Legislation/288_1.pdf

Co-funded by the Erasmus+ Programme of the European Union

Cross-check of EU and National legislations of Turkey

National Legislations	EU Legislations
• Animals which brought from organic enterprises and fed with organic feeds, not genetically modified, resistant to environmental conditions and diseases are used as breeding animals.	• The observance of high standards for health, the environment and animal welfare in the production of organic products is intrinsic to the high quality of those products.
• Soilless agriculture is not allowed in organic agriculture.	• Furthermore, organic production is a system that contributes to the integration of environmental protection requirements into the CAP and that promotes sustainable agricultural production.
• Soil fertility, sustainability, conservation and development of biodiversity and prevention of soil erosion are essential components in organic agriculture.	• In view of the objectives of the Union's organic production policy, the legal framework established for implementing that policy should aim at ensuring fair competition and the proper functioning of the internal market in organic products, at maintaining and justifying consumer confidence in products labeled as organic, and at providing conditions under which the policy can progress in line with production and market developments.

Co-funded by the Erasmus+ Programme of the European Union

Cross-check of EU and National legislations of Turkey

National Legislations	EU Legislations
• In organic plant production, soil cultivation cannot be done unnecessarily which cause erosion in the soil.	• The policy priorities of the Europe 2020 strategy, set out in the communication of the Commission of 3 March 2010 entitled 'Europe 2020: A strategy for smart, sustainable and inclusive growth', include achieving a competitive economy based on knowledge and innovation, fostering a high-employment economy delivering social and territorial cohesion, and supporting the shift towards a resource-efficient and low-carbon economy. The organic production policy should therefore provide operators with the right tools to better identify and promote their products while protecting them against unfair practices.
• Suitable genetically modified plant-based preparations or microorganism preparations are used for compost activation.	• The organic farming sector in the Union has developed rapidly in the past years, in terms not only of the area used for organic farming but also of the number of holdings and the overall number of organic operators registered in the Union.

Co-funded by the Erasmus+ Programme of the European Union

Cross-check of EU and National legislations of Turkey

National Legislations	EU Legislations
• Cultural, biological and biotechnical control methods are applied.	• In order to take into account new production methods, new materials or international commitments, the power to adopt certain acts should be delegated to the Commission in respect of enlarging the list of other products closely linked to agriculture falling within the scope of this Regulation.
• Irrigation water should not cause environmental pollution.	• Products covered by this Regulation but originating from hunting or fishing of wild animals should not be considered organic since their production process cannot be fully controlled.
• Tools and equipment used in the harvesting of organic products should not create ecological damage and pollution.	• This Regulation should apply without prejudice to related legislation, in particular in the fields of safety of the food chain, animal health and welfare, plant health, plant reproductive material, labeling and the environment.
• Source:https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=14217&MevzuatTur=7&MevzuatTertip=5	• Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32018R0848&from=EN

Co-funded by the Erasmus+ Programme of the European Union

Cross-check of EU and National legislations of Slovenia

National Legislations	EU Legislations
• The Social Entrepreneurship Act (ZSocP) (Official Gazette of the Republic of Slovenia, No. 20/2011), was passed in March 2011 and entered into force in January 2012. In the period from the adoption of the act until December 2014, the field of social entrepreneurship was the responsibility of the Ministry of Labour, Family, Social Affairs and Equal Opportunities. From 1 January 2015, it became the responsibility of the Ministry of Economic Development and Technology.	• In addition to the above, we are moving closer to European practices that address the broader context of social economy, which includes social entrepreneurship, by making certain concepts clearly defined. This means extending the Social Entrepreneurship Council into the Social Economy Council, and extending the Social Entrepreneurship Development Strategy into the Social Economy Development Strategy.

Co-funded by the Erasmus+ Programme of the European Union

Cross-check of EU and National legislations of Slovenia

National Legislations	EU Legislations
• Since the act has entered into force, the need arose to supplement or amend in particular those provisions of the act, which in practice discouraged legal entities from registering to acquire the status of a social enterprise, or made it difficult to maintain that status. For this reason, the Act Amending the Social Entrepreneurship Act (ZSocP-A) (Official Gazette RS, No. 20/11, 90/14 – ZDU-1I and 13/18), which was adopted by the National Assembly of the Republic of Slovenia at its 38th session on 15 February 2018 and entered into force on 15 March 2018.	• A full (100%) restriction on profit distribution, in order to further emphasize the principle of non-profitability and the fact that the status of social enterprise is truly chosen by those non-profit legal entities whose main activity is the achievement of social impact rather than profit distribution (which, of course, does not mean that they are not market oriented, on the contrary – social enterprises are essentially companies that operate according to market principles and generate revenue in the market).
Source:https://www.managementstudyguide.com/social-entrepreneurship.htm	Source:https://www.managementstudyguide.com/social-entrepreneurship.htm

Co-funded by the Erasmus+ Programme of the European Union

Cross-check of EU and National legislations of Greece

National Legislations	EU Legislations
1. Regulation on the bio / organic production of agricultural products and the relevant indications on agricultural products and foodstuff: (KYA 245090/31-01-2006) http://www.a-cert.org/files/Legislation/288_fek_157_b_10.02.2006.pdf	1. Council Regulation (EEC) No 2092/91 of 24 June 1991 https://eur-lex.europa.eu/legal-content/en/ALL/?uri=CELEX%3A31991R2092
2. Regulation concerning the derogatory approval of the import of birds, in an organic egg production unit, up to 18 weeks of age that have not been bred biologically: (KYA 245100/06-02-2006) http://www.a-cert.org/files/Legislation/288_kya_245100_06.02.2006.pdf and (KYA 245243/22-05-2006) http://www.a-cert.org/files/Legislation/288_kya_245243_22.05.2006.pdf	2. Part B of Annex I of Council Regulation (EEC) No 2092/91 of 24 June 1991 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CONSLEG:1991R2092:20060506:EN:PDF
3. Creation of a Database of Biological Propagation Material and by way of derogation approving the use of non-biological propagating material: (KYA 288915/27-11-2006) http://www.a-cert.org/files/Legislation/288_fek_1785_b_7.12.2006.pdf	3. COMMISSION REGULATION (EC) No 1452/2003 of 14 August 2003 https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32003R1452&from=LT

Co-funded by the Erasmus+ Programme of the European Union

Cross-check of EU and National legislations of Greece

National Legislations	EU Legislations
4. Regulation on the bio / organic production of agricultural products and the relevant indications on agricultural products and foodstuff: (KYA 336650/ 29-12-2006) http://www.a-cert.org/files/Legislation/288_ya_336650_29.12.2006.pdf and (KYA 296851/05-07-2007) http://www.a-cert.org/files/Legislation/288_fek_1114_b_05.07.2007.pdf	4. Council Regulation (EEC) No 2092/91 of 24 June 1991 https://eur-lex.europa.eu/legal-content/en/ALL/?uri=CELEX%3A31991R2092
5. Additional measures for organic livestock farming, due to catastrophic fires, in fire-affected areas: (KYA 335273/06-11-2007) http://www.a-cert.org/files/Legislation/288_kya335273bg26-10-2007.pdf and (KYA 305814/18-07-2008) http://www.a-cert.org/files/Legislation/288_1.pdf	5. Council Regulation (EEC) No 2092/91 of 24 June 1991 https://eur-lex.europa.eu/legal-content/en/ALL/?uri=CELEX%3A31991R2092

Co-funded by the Erasmus+ Programme of the European Union

Cross-check of EU and National legislations of Bulgaria

National Legislations	EU Legislations
1. LAW ON ENTERPRISES OF THE SOCIAL AND SOLIDARITY ECONOMY It was entered into force on 02.05.2019 (State Gazette of the Republic of Bulgaria, No: 91, 02.11.2018, last supplement on 25.02.2020, No: 17) https://lex.bg/bg/laws/ldoc/2137187968	1. Regulation (EU) No 346/2013 of the European Parliament and of the Council of 17 April 2013 on European social entrepreneurship funds https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32013R0346
2. LAW ON SMALL AND MEDIUM ENTERPRISES It was published on 24.09.1999 on the State Gazette of the Republic of Bulgaria, No: 84, changed on 03.10.2000, last amended on 13.03.2020 at the State Gazette of the Republic of Bulgaria, No: 21 https://www.lex.bg/laws/ldoc/2134682112	2. Principles on the common European policy in agriculture and entrepreneurship.
3. EMPLOYMENT PROMOTION ACT – entered into force on 01.01.2002 (published on the State Gazette of the Republic of Bulgaria on 29.12.2001, No:112, last amended on 13.03.2020, No: 21 of the State Gazette of the Republic of Bulgaria) https://www.lex.bg/laws/ldoc/-12262909	3. Principles on the common European policy in agriculture and entrepreneurship.

Cross-check of EU and National legislations of Bulgaria

National Legislations	EU Legislations
4. **Regulation № 5 of September 3, 2018** on the application of the rules of organic production, labelling and control, and on the issuance of a permit for control activities for compliance with the rules of organic production, as well as on subsequent official supervision of controllers issued by the Minister of agriculture, food and forestry (issued on the State Gazette of the Republic of Bulgaria, entered into force on 12.11.2018) https://www.mzh.government.bg/media/filer_public/2020/04/10/naredba__5_ot_3092018_g_za_prilagane_na_pravilata_na_biologichno_proizvodstvo.pdf	4. Council Regulation (EC) No 834/2007 of 28 June 2007 on organic production and labelling of organic products and repealing Regulation (EEC) No 2092/91 https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32007R0834
5. **Law for support of agricultural producers** https://www.mzh.government.bg/bg/normativni-aktove/zakoni/	5. Principles on the common European policy in agriculture and entrepreneurship.
6. **LAW ON PROMOTION OF INVESTMENTS** (in force from 06.08.2004, last amendment on 13.03.2020, on the State Gazette of the Republic of Bulgaria, No: 21) https://www.lex.bg/laws/ldoc/2134164480	6. Principles on the common European policy in agriculture and entrepreneurship.

6.3 Certify your products

6.3.1 Preparing for the documents for the certification procedures

Person who wants to do eco-farming can start this work by signing a contract with one of the authorized inspection and certification bodies from the Turkish Ministry of Agriculture and Forestry . It is not possible to obtain an eco-farming production certificate without signing a contract.

- In eco-farming, synthetic chemical substances should not be used for a period of 3 years or more. All details regarding production and sales have to be kept in the form of documentations according to their dates.
- Certified and none-certified products need to be separated from each other.

Co-funded by the Erasmus+ Programme of the European Union

6.3 Certify your products

6.3.1 Preparing for the documents for the certification procedures

Certification bodies of producers should go to the field for inspection purpose twice in a year by informing and once in a year without informing.

- Various samples from the eco-products are sent to the analysis and the product is certified according to the results.
- Certificates of eco-products renewed each year are added to the product certificates by the auditing team performed during the seasons.
- Seeds of any crop used by the eco-farmers must also be organic.
- Eco-farmer has to prove that he/she has used organic seed by sending the source, receipt and various documents of the seed to the certification body.

Co-funded by the Erasmus+ Programme of the European Union

6.3 Certify your products

6.3.1 Preparing for the documents for the certification procedures

- The product certification process is necessary to establish regular production controls and ensure consumer safety.
- A special body shall issue a written certificate confirming that the controlled products or services meet the specific requirements for organic production.
- Certification and control are processes in which the farmer presents the farm production plan, crop rotation data, soil cultivation and more before the authorization bodies.

Co-funded by the Erasmus+ Programme of the European Union

6.3 Certify your products

6.3.1 Preparing for the documents for the certification procedures

- There is an opportunity to switch from conventional to organic production.
- The products that are produced are stored and packaged in accordance with the standards and laws of organic production.

https://pixabay.com/tr/

Co-funded by the Erasmus+ Programme of the European Union

6.3 Certify your products

Certification bodies in Turkey

- IMO
- ECOCERTSA
- ETKO
- BCS
- EKO-TAR
- ICEA
- CERES
- ORSER

Source: http://www.gidabilimi.com/tr/forum-146/9-dier-sertifika-ve-belgeler/25-organik-sertifikasi-veren-turkiye-deki-kuruluslar

Co-funded by the Erasmus+ Programme of the European Union

6.3 Certify your products

Certification bodies in Bulgaria

Links for the certification bodies in Bulgaria

- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=337
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=930
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=342
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=789
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=810

Co-funded by the Erasmus+ Programme of the European Union

6.3 Certify your products

Certification bodies in Greece

Links for the certification bodies in Greece

- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=196
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=434
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=195
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=231
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=189

Co-funded by the Erasmus+ Programme of the European Union

6.3 Certify your products

Certification bodies in Slovenia

Links for the certification bodies in Slovenia

- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=7
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=49
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=46
- https://ec.europa.eu/agriculture/ofis_public/actor_cbeu/ctrl.cfm?targetUrl=view&cbeu_id=802

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECO AGRI project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union

WP5: Joint qualification curricula for acquisition of managerial and entrepreneurial skills by farmers at eco-farm SME

Module 7:
SOCIAL COMMERCIAL ENTREPRENEURSHIP

Authors: CPI, UM, Slovenia

Co-funded by the Erasmus+ Programme of the European Union

Development of managerial and entrepreneurial skills of young eco-farmers via joint VET curricula, enhanced qualification profile, assessment standard and sustainable cooperation synergies (ecoFAR)

597256-EPP-1-2018-1-BG-EPPKA3-VET-JQ

Aims and overarching objectives of the module

- To define and provide knowledge about social commercial entrepreneurship concept
- To provide information about the implementation of social commercial entrepreneurship

  in organic-farming

Co-funded by the Erasmus+ Programme of the European Union

Table of content

Co-funded by the Erasmus+ Programme of the European Union

7.0 Social Entrepreneurship

7.0.1 What is Social Entrepreneurship?

- Is a form of entrepreneurship with a pronounced sense of responsibility for the society and people;
- Is characterized by motive for business - is directed towards resolving social, economic, environmental, and other issues in the society in an innovative way;
- Is an alternative form of entrepreneurship that takes into account the non-profit principle;
- Is a spectrum of economic activities that are neither part of the public nor the private sector;
- Social entrepreneurship encourages collaboration, joint ventures, volunteering; it promotes social solidarity;
- By creating additional jobs where the private sector has no interest due to low profits, and by employing vulnerable groups in the labor market (the long-term unemployed, the disabled, the elderly unemployed, etc.), it ensures increased social well-being and gross national happiness.

Co-funded by the Erasmus+ Programme of the European Union

7.0.2 Legal definition of Social Entrepreneurship in Slovenia (Social Entrepreneurship Act, ZSocP-A)

- Refers to "the permanent pursuit of an entrepreneurial activity through the production and sale of products or the provision of services in a market ***where profit generation is not the main goal*** of entrepreneurial activity, but rather the achievement of social impact.„;
- ***Can be practiced in all areas of economic and non-economic activities***;
- Usually, social enterprises are ***a kind of "hybrid" between the public and the private***, and usually engage in activities that the public and private sectors cannot or do not want to undertake to a sufficient extent for various reasons, such as lack of public funds or lack of profitability;
- The implementation of social entrepreneurship is ***not limited only to the integration of vulnerable groups*** in the labour market and the provision of social services of general interest – ***the crucial point is that it provides a (broader) social impact***;

Co-funded by the Erasmus+ Programme of the European Union

- Is ***a non-profit legal entity*** that acquires the status of a social enterprise (in a form of association, institute, institution, company, cooperative, European cooperative or other legal person governed by private law) – profit is invested into new social entrepreneurship ventures

The status of social enterprise can be acquired by any non-profit legal entity, which undertakes to act according to the ***eleven principles of social entrepreneurship***: autonomous initiative, non-profitability, market orientation, involvement of volunteer work, equality of members, participation of stakeholders in management, transparent business and socially useful functioning.

Sources:

https://www.managementstudyguide.com/social-entrepreneurship.htm

https://www.toppr.com/guides/business-management-and-entrepreneurship/social-entrepreneurship/meaning-and-concept-social-entrepreneurship/

Video:

https://www.youtube.com/watch?v=9_g5RqwW51I&list=PL6HxSyThhJKcEyEqOTRRVuj1QoqaYY7xI

Co-funded by the Erasmus+ Programme of the European Union

7.0.2 Legal definition of Social Entrepreneurship in Turkey

- Although there are active Turkish social enterprises, the term «Social Entrepreneurship» is relatively new for Turkey.
- Unfortunately, at present there is no legal legislation for social entrepreneurship in Turkey.
- On the other hand, current research shows that there are about 9 000 social enterprises in Turkey.
- Taking into consideration the increasing necessity for social entrepreneurship legislation, the Ministry of Economic (now Ministry of Trade) included in the Strategic Plan for 2018-2022 the setting up and empowering the visibility of social entrepreneurship.

Source:
https://www.britishcouncil.org.tr/sites/default/files/20190702_se_research_report_the_state_of_social_enterprise_in_turkey_tr_double_page.pdf

Co-funded by the Erasmus+ Programme of the European Union

7.0.2 Legal definition of Social Entrepreneurship in Bulgaria

“Social entrepreneurship” is a form of entrepreneurship which incorporates profit activity with social objectives, which results in production of social value added, under a specific methodology.

By the Law On Enterprises Of The Social And Solidarity Economy:

- The main objective of the law is the legal regulation of the way social enterprises must exist and state measures for their establishment and development.
- Subject to social and solidarity economy are cooperatives, non-profit legal entities for social welfare activities, and social entities.
- Social enterprises are class A and class A+.
- Social enterprises are to be registered in the list of social enterprises under the conditions of this Law and the regulations of the application of the Law, adopted by the Council of Ministers.
- Entry in the register of the social enterprises is to be made by a stakeholder’s claim, and the deletion – by the social enterprise’s claim or officially.

Source: https://lex.bg/bg/laws/ldoc/2137187968

Co-funded by the Erasmus+ Programme of the European Union

7.0.2 Legal definition of Social Entrepreneurship in Greece

- Social Entrepreneurship is a distinct form of entrepreneurship that aims to achieve a social purpose through the creation of social value and aims to solve pressing social problems such as environmental protection, education. , the provision of health services, poverty, energy, water resources, etc. The treatment of the problem undertaken is at the center of the company's social activities and its solution often comes through the implementation of innovative approaches.
- Social entrepreneurship can take both speculative and non-profit form without changing its ultimate goal, namely achieving a social goal. Social enterprises start with people with a vision and perseverance to achieve the goal of social change and achieving lasting solutions and who apply basic principles of entrepreneurship in the functioning of their organizations.

Co-funded by the Erasmus+ Programme of the European Union

7.0.2 Legal definition of Social Entrepreneurship in Greece

- A crucial element that separates the "social" from the "traditional" entrepreneurship is the fact that the former aim to solve specific social problems and not to achieve an economic result, which they use as a means to the success of their purpose.

- Legal framework for social entrepreneurship:
  - Law 4019/2011 - Government Gazette 216 / A / 30-9-2011 (https://www.e-nomothesia.gr/kat-epikheireseis/n-4019-2011.html)
  - Law 4430/2016 - Government Gazette 205 / A / 31-10-2016 (https://www.e-nomothesia.gr/kat-oikonomia/nomos-4430-2016.html)

Co-funded by the Erasmus+ Programme of the European Union

7.0.3 Social Entrepreneurship vs Social Responsibility

However, ***Corporate Social Responsibility companies are not necessarily social enterprises.*** The main purpose of a social enterprise is to create social change, while socially responsible companies only react to social change with a part of their entrepreneurial activity within the so-called "quality-of-life management", by taking into account broader social interests, while generating profit remains the primary purpose of the business.

Source: https://socialbusinessearth.org/our-social-business-projects/

Co-funded by the Erasmus+ Programme of the European Union

A comparison between social entrepreneurship and traditional (market, commercial) entrepreneurship

	Social enterprise	Traditional/commercial enterprise
Motive	Mission/vision	Profit
Idea	Identifies market in the field of social issues	Identifies market/niche market
Purpose	Growth of social capital and social change	Company growth and profit generation
Profit	Profit goes to social change growth	Generation of profit for the entrepreneur/owner

Find out more about the comparison in this short film:

http://www.socialenterprisebsr.net/2019/01/what-is-the-difference-social-entrepreneurship-vs-traditional-entrepreneurship/)

source: http://www.socialenterprisebsr.net/2019/01/what-is-the-difference-social-entrepreneurship-vs-traditional-entrepreneurship/

Co-funded by the Erasmus+ Programme of the European Union

7.0.4 Key principles and requirements in social entrepreneurship

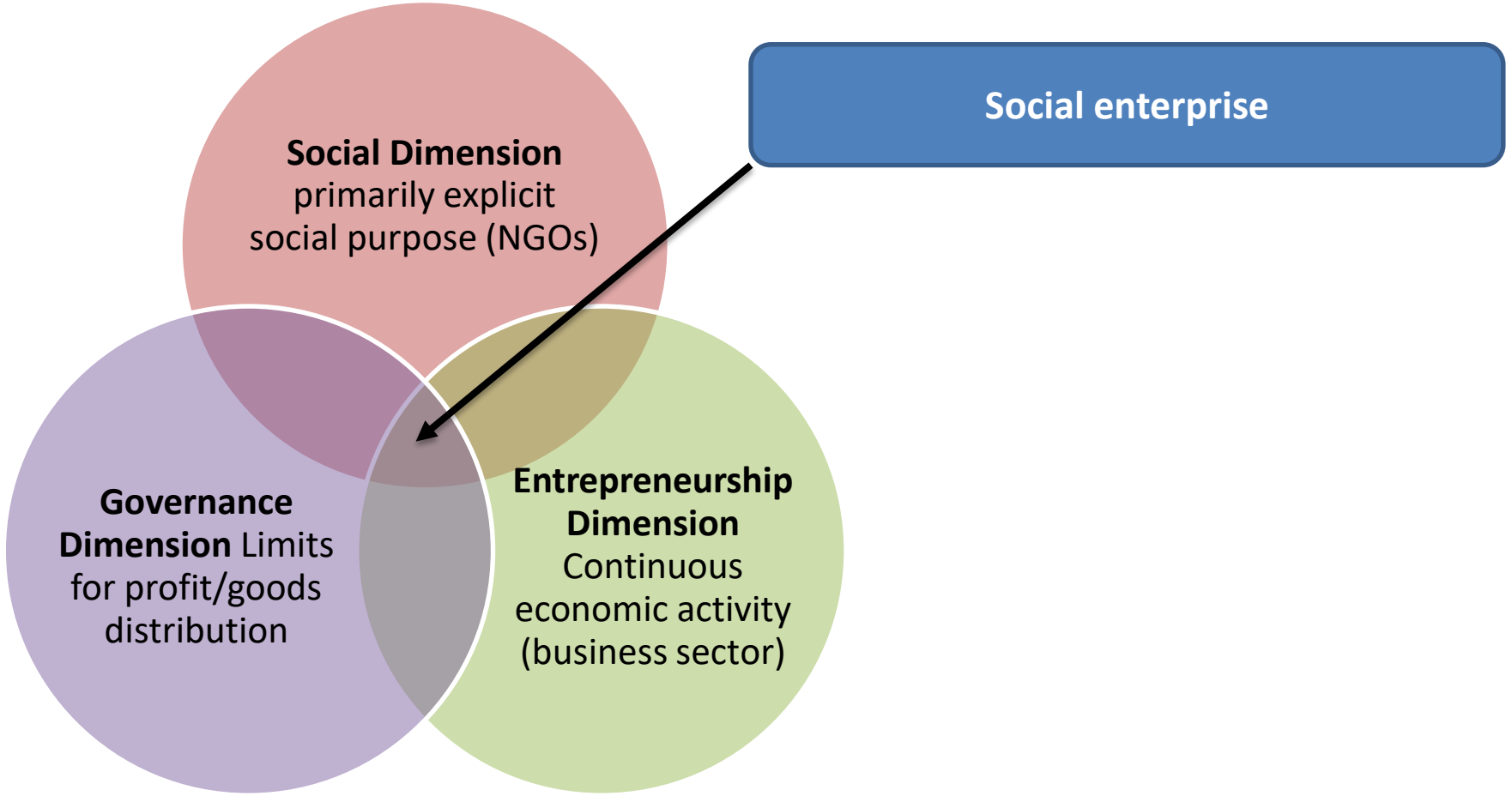
- Social enterprises may be established by non-profit legal entities that were established and are operating according to the principles and requirements that demonstrate their publicly beneficial and social character;
- They are established on the basis of a voluntary decision of the founders (autonomous initiative);
- The purpose of establishing is not profit exclusively (non profit-making purpose);
- They are established predominantly for the purpose of pursuing social entrepreneurship or other activities on a permanent basis with a view to employing the most vulnerable groups of people in the labour market, thereby achieving public interest (exercise of activities in the public interest);
- Their members act voluntarily (voluntary action);
- They are autonomous in management (independence);
- By producing and selling products or providing services on the market, they mainly operate in accordance with market laws (market orientation);

Co-funded by the Erasmus+ Programme of the European Union

- As a rule, they involve volunteer work (involvement of volunteer work);
- Individual founders or owners do not have a dominant influence in decision-making; decisions are made by all members following the principle of one member - one vote, regardless of the share of invested capital (equality of membership);
- They involve stakeholders in decision-making (stakeholder involvement in management);
- Wealth, profit and excess of income over expenditure are used for social entrepreneurship purposes and other non-profit purposes, while the sharing of profit or excess of income is not permissible or is restricted under the Social Entrepreneurship Act (non-profit activity);
- Ensure transparency of financial operations and internal control over material and financial operations (transparency of operations);
- Act permanently for the benefit of their members, users and the wider community (activity in the public interest).

Co-funded by the Erasmus+ Programme of the European Union

In order to fulfil the conditions, a social enterprise must incorporate three dimensions:



source: https://www.researchgate.net/figure/Dimensions-of-social-enterprises-Wilkinson-et-al-2014_fig1_304625254

Co-funded by the Erasmus+ Programme of the European Union

7.0.5 Who is social entrepreneur and what are the key characteristics for success?

- A reformer and revolutionary person of contemporary society;
- Clear social entrepreneurship mission and vision – to change the world for the better;
- Strive to create drastic changes and long term improvement by providing innovative and long term solutions to social problems;
- They try to involve people who need help as much as possible in the realization of their ideas, thus helping them to improve their lives on their own;
- They are willing to take the risk of pursuing an idea, whereby a positive change in the environment and personal satisfaction in helping to create a better world is more important than profit.
- They make use of all kinds of resources at their disposal (donations or volunteer work, joint ventures with other businesses etc.) to ensure a continuous and effective functioning of their organizations;
- They provide social improvements for users and communities while also trying to provide attractive social or financial returns for investors.

Co-funded by the Erasmus+ Programme of the European Union

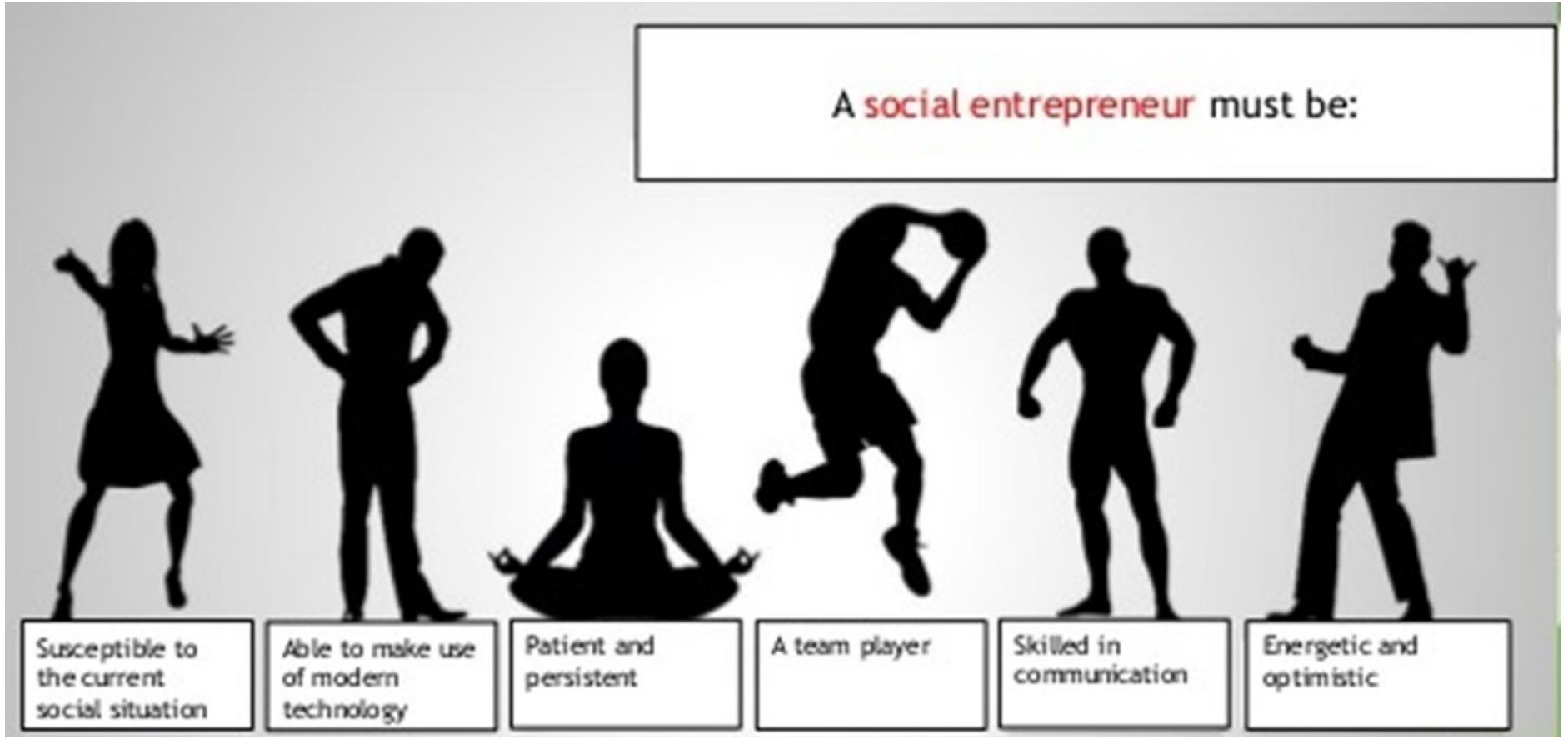
Among the **key personality traits of a successful social entrepreneur** are the following:

- **Innovation / creativity** – the ability of the "extraordinary" to find different solutions and to achieve changes that others do not believe to be possible - thinking and innovating "outside the box“ (example: The electronics company LG introduced a new type of screen that is flexible enough to roll up like a newspaper. This is one of the clearest invention and innovation examples as it solves the problem of portability)
- **Self-confidence** – confident people follow their intuition and realize things that seem impossible to others, who often do not even try. A social entrepreneur has to remain confident even in situations where other partners do not see the possibility of realizing ideas / projects ; (example: Did you know that Michael Jordan was told he didn’t have the skillset for high school basketball? Michael Jordan didn’t allow this minor setback to define his life. Instead, he kept persevering and perfecting his craft. He knew he had something special and he wasn’t going to let that hinder him from being great.)
- **Persistence** – is probably one of the greatest qualities of a successful social entrepreneur. "Never give up" is a key principle of any business, but most of all it holds true for social entrepreneurs, who are trying to change the world (example: It took Thomas Edison 1000 attempts before inventing the light bulb. His teachers also told him growing up that he was too stupid to learn anything.)

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

- **Leadership** – the ability to persuade others to work together and inspire them to change is essential in trying to achieve a wider social impact. Being a social entrepreneur means guiding the implementation of an innovative solution, starting with the engagement of the wider community in the idea, in order to bring about positive changes and ensure their sustainability (example: leader has to lead as a role model for others. Barack Obama was a prime example of transformational leadership. Where the majority saw obstacles, this American president saw opportunities and possibilities. He worked hard to create a culture of integrity and transparency amongst his administration which led to loyalty and higher efficiency.)
- **Team spirit / solidarity:** working with different stakeholders is essential for the realization of any social entrepreneurship project, which is why fostering a team spirit is necessary and important. (example: The magic of the Beatles is that four individuals learned through intense and extended live sessions to play as one, to anticipate each other and develop an almost intuitive communication. That set the stage which allowed their song writing gifts to flourish. It was teamwork, plain and simple, that gave the Beatles the musical chops to develop their potential.)
- **Flexibility** – Being a social entrepreneur means leading and implementing innovative solutions in those areas, which are most critical in an environment (example: during the Covid19 pandemic many enterprises moved their business from desk offices to Web environment)

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union



source: adapted from https://www.slideshare.net/phoenixkm/io4unit-1-what-is-a-social-enterprise

Co-funded by the Erasmus+ Programme of the European Union

7.1. Social Commercial Entrepreneurship concept

Co-funded by the
Erasmus+ Programme
of the European Union

7.1.1 How to understand social commercial entrepreneurship concept?

- Social entrepreneurship is regarded as one of the leading points in increasing the employment of people with some impediments such as people with disabilities, poor people, minorities, etc. who need to be incorporated in labour force as well;
- Like commercial entrepreneurship, social entrepreneurship refers to the identification, evaluation and exploitation of opportunities that mostly results in social value. Thus social entrepreneurs may be viewed as social innovators who are more concerned in social then a profit value. Consequently the performance measurement of social enterprise differs from commercial enterprise. But even in social enterprises we can‘t ignore profitability orientation when thinking about long-term sustainability of social business and it‘s development.

Co-funded by the Erasmus+ Programme of the European Union

7.1.2 Relevant EU legislation on social entrepreneurship

- In addition to the above, we are moving closer to European practices that address the broader context of social economy, which includes social entrepreneurship, by making certain concepts clearly defined. This means extending the Social Entrepreneurship Council into the Social Economy Council, and extending the Social Entrepreneurship Development Strategy into the Social Economy Development Strategy.
- A full (100%) restriction on profit distribution, in order to further emphasize the principle of non-profitability and the fact that the status of social enterprise is truly chosen by those non-profit legal entities whose main activity is the achievement of social impact rather than profit distribution (which, of course, does not mean that they are not market oriented, on the contrary – social enterprises are essentially companies that operate according to market principles and generate revenue in the market).
- Introducing Social Impact Measurement, which social enterprises will have to publish and report annually to the competent authorities.

Source: https://ec.europa.eu/growth/sectors/social-economy/enterprises_en

Co-funded by the Erasmus+ Programme of the European Union

7.1.3 Relevant national legislation on social entrepreneurship in Slovenia

- The Social Entrepreneurship Act (ZSocP) (Official Gazette of the Republic of Slovenia, No. 20/2011), was passed in March 2011 and entered into force in January 2012. In the period from the adoption of the act until December 2014, the field of social entrepreneurship was the responsibility of the Ministry of Labour, Family, Social Affairs and Equal Opportunities. From 1 January 2015, it became the responsibility of the Ministry of Economic Development and Technology.

- Since the act has entered into force, the need arose to supplement or amend in particular those provisions of the act, which in practice discouraged legal entities from registering to acquire the status of a social enterprise, or made it difficult to maintain that status. For this reason, the Act Amending the Social Entrepreneurship Act (ZSocP-A) (Official Gazette RS, No. 20/11, 90/14 – ZDU-1I and 13/18), which was adopted by the National Assembly of the Republic of Slovenia at its 38th session on 15 February 2018 and entered into force on 15 March 2018.

Co-funded by the Erasmus+ Programme of the European Union

The key amendments to the Social Entrepreneurship Act of Slovenia are:

- Elimination of type A and B social enterprises, which have so far differentiated social enterprises according to whether they acquired the status by way of implementation of statutory activities (type A), or whether they acquired the status by way of employing a certain share of hard-to-place unemployed persons (type B).
- Facilitating the implementation of social entrepreneurship in all areas of economic and non-economic activities, which goes beyond the integration of vulnerable target groups and the provision of social services of general interest, and provides more opportunities for generating social innovation.
- Elimination of restrictions related to social enterprise status registration for legal persons with the status of a sheltered company and/or work centre, because these too are part of social economy.

Source: Http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO6175

Co-funded by the Erasmus+ Programme of the European Union

7.1.3 Relevant legislation on social entrepreneurship in Turkey

In Turkey, usually social enterprises are established as:

- Foundations
- Associations
- Private companies
- Cooperatives
- Non-profit organisations

Source:
https://www.britishcouncil.org.tr/sites/default/files/20190702_se_research_report_the_state_of_social_enterprise_in_turkey_eng_single_page.pdf

Co-funded by the Erasmus+ Programme of the European Union

Women Cooperatives

- With the Circular No. 2011/3 of the Ministry of Industry and Trade (now Ministry of Trade), the definition of Women's Environment Culture and Business Cooperative was introduced stating that “In order to encourage and support the economic, social and cultural development of its partners (the majority of which are women) and to ensure that they live in a healthy environment by meeting their partners' economic, social and cultural needs and their needs for the production and marketing of goods and services within their economic initiatives”.
- This model is encouraging in terms of empowering women's cooperatives, but it is still considered inadequate in terms of not covering other disadvantaged groups.

Source:
http://hukuk.gtb.gov.tr/data/5440c4d7f293704d6c39e7c5/Kad%C4%B1n%20%C3%87evre%20K%C3%BClt%C3%BCr%20ve%20%C4%B0%C5%9Fletme%20Kooperatifi%20%C3%96rnek%20Anas%C3%B6zle%C5%9Fmesi%20ve%20Kurulu%C5%9F%20%C4%B0%C5%9Flemlerine%20%C4%B0li%C5%9Fkin%20Genelge.pdf

Co-funded by the Erasmus+ Programme of the European Union

7.1.3 Relevant legislation on social entrepreneurship in Bulgaria

- “Social entrepreneurship” is a form of entrepreneurship which incorporates profit activity with social objectives, which results in production of social value added, under a specific methodology.
- LAW ON ENTERPRISES OF THE SOCIAL AND SOLIDARITY ECONOMY
- https://lex.bg/bg/laws/ldoc/2137187968
- The main objective of the law is the legal regulation of the way social enterprises must exist and state measures for their establishment and development.
- Subject to social and solidarity economy are cooperatives, non-profit legal entities for social welfare activities, and social entities.
- Social enterprises are class A and class A+.
- Social enterprises are to be registered in the list of social enterprises under the conditions of this Law and the regulations of the application of the Law, adopted by the Council of Ministers.
- Entry in the register of the social enterprises is to be made by a stakeholder’s claim, and the deletion – by the social enterprise’s claim or officially.

Co-funded by the Erasmus+ Programme of the European Union

7.1.3 Relevant legislation on social entrepreneurship in Greece

- Legal framework for social entrepreneurship:
  - Law 4019/2011 - Government Gazette 216 / A / 30-9-2011 (https://www.e-nomothesia.gr/kat-epikheireseis/n-4019-2011.html)
  - Law 4430/2016 - Government Gazette 205 / A / 31-10-2016 (https://www.e-nomothesia.gr/kat-oikonomia/nomos-4430-2016.html)
- In Greece, social enterprises are established as:
  - Foundations
  - Associations
  - Private companies (koinsep / ΚοινΣΕπ) Social Cooperatives
  - Cooperatives (women and agriculture)
  - Non-profit organisations

Co-funded by the Erasmus+ Programme of the European Union

7.2. Setting up a Social Enterprise

Co-funded by the Erasmus+ Programme of the European Union

The status of a social enterprise can be acquired by a non-profit legal entity, e.g. association, institute, institution, cooperative, European cooperative, employment centre, disability company, corporation, etc., which complies with the principles of social entrepreneurship and the following conditions:

- performs economic and non-economic activities,
- does not share assets or excess of income over expenditure,
- is autonomous and organizationally independent in relation to commercial companies, legal entities of public law or local communities,
- ensures an inclusive form of management based on co-decision and democratic decision-making, and
- meets the other conditions laid down in this Act and the law governing the legal organization of each type of non-profit legal entity.

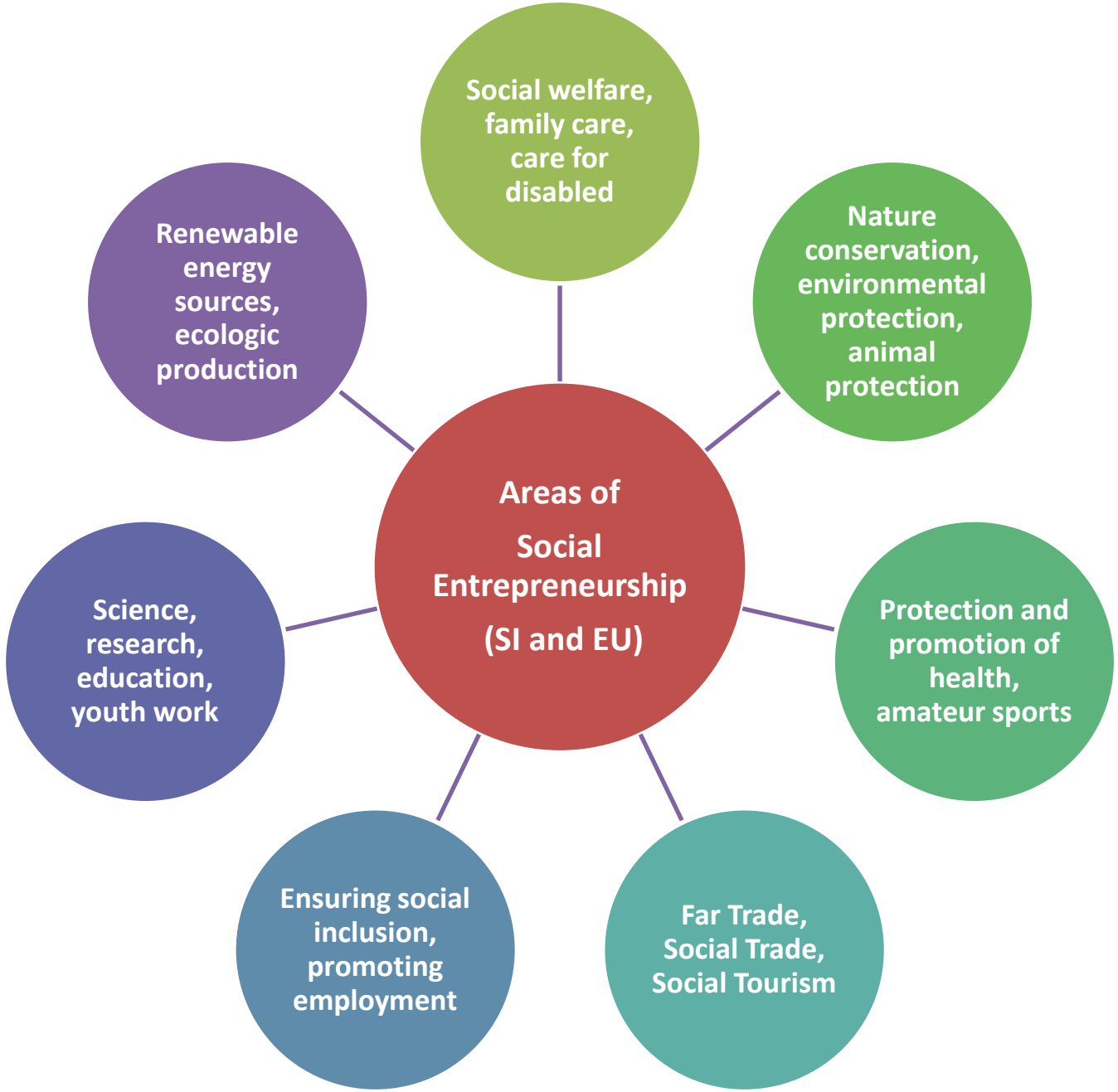
An individual non-profit legal entity that is already established may register as a social enterprise subsequently, or it may do so simultaneously with the time of its establishment with the competent registration authority. The registration authorities and the registration procedure for a social enterprise are defined in the section on the registration procedure. Only a legal entity (of various legal forms) can register a social enterprise, while a natural person (e.g. self-employed entrepreneur, farmer) cannot acquire this status.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

When to embark on social entrepreneurship?

- Typically, social entrepreneurs engage in areas that are not of interest to traditional entrepreneurs because they do not generate high financial returns. They often also approach areas that could be addressed by the state; however, the state is either unable, incapable or even unwilling to do so. Social entrepreneurs often address environmental issues, fight unemployment, educate in personalized and innovative ways, create affordable tourism products, and promote healthy lifestyles and a local supply of food and other goods.
- Ecological / organic farming can be placed in the field of local goods supply and addressing unemployment issues.

Co-funded by the Erasmus+ Programme of the European Union



Co-funded by the Erasmus+ Programme of the European Union

7.2.1 Steps to establish a social enterprise in Slovenia

Establishing a non-profit legal entity / non-profit enterprise:

- Application for acquiring a social enterprise status,
- Application to register an amendment of the instrument of constitution,
- Public record registration,
- The procedure of establishing a non-profit enterprise and acquiring the status of a social enterprise may take place at the same time.

Source:
http://www.invel.si/ostalo/gradiva-podjetnistvo/socialno-podjetnistvo_gradivo.pdf
Other sources:
https://www.the-sse.org/resources/starting/start-social-enterprise-10-steps/

Co-funded by the Erasmus+ Programme of the European Union

7.2.1 Steps to establish a social enterprise in Turkey

- Key steps to establish non-profit enterprise in Turkey :
- Establishment of Associations
  - In Turkey, associations are established according to the Associations Law and Associations Regulation
  - Associations Law: https://www.mevzuat.gov.tr/MevzuatMetin/1.5.5253.pdf
  - Associations Regulation: https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=8038&MevzuatTur=7&MevzuatTertip=5
  - The basic steps for establishing association in Turkey:
    - First of all, you should have a specific purpose to establish an association and at least 7 people should be gathered together.
    - Your association should have a name. There are some words that you cannot use directly. By obeying on the rules, you can name your association.
    - Association charter should be written according to the directives stated in the Association Regulation.
    - Association address is at least as important as the other stages. If the building you choose as an association address also has other residents, you should ask all of them to allow the establishment of an association in this building.
    - List of the documents required to establish an association are as follows: Charter, Association Establishment Notice, Rent Contract or Consent and Notification List. You need to prepare all these documents. All founding members should sign the documents.
    - Finally, the documents are submitted to the Provincial Directorate of the Office of the Associations where the association will be established.
    - For more information: https://sivilalan.com/2018/09/19/derneknasilkurulur/?gclid=EAIaIQobChMIlIPU_rPw6QIV1LLVCh3adwQvEAAYASAAEgIeyPD_BwE

Co-funded by the Erasmus+ Programme of the European Union

7.2.1 Steps to establish a social enterprise in Bulgaria

Key steps to establish new non profit enterprise in Bulgaria (https://www.lex.bg/laws/ldoc/2134942720)

1. Submission of an application form for registering in the legal entity in the Commercial register and the register of non-profit organizations
2. Additional documents along with the application form:

- Statute or founding Act of the organization;
- Protocol from the founders for the establishment of the organization;
- Notarized samples of the signs of founders or representatives of the organization
- A bank document for donation, in case a foundation is registered;
- Declaration of veracity of the stated circumstances;
- Power of attorney for a lawyer, if one is used for submitting the documents;
- Document for paid state fee, if not paid electronically at the time of submission.

Co-funded by the Erasmus+ Programme of the European Union

7.2.1 Steps to establish a social enterprise in Greece

- Guide to set-up a social enterprise in Greece (in Greek): http://koinsep.org/wp-content/uploads/2014/02/info-about-KoinSEp.pdf
- Steps to establish the enterprise:

Stage 1

  - Formulate the Statute
  - Submission of a request for registration in the Department of the Register of Social Economy
  - Affirmed statement, signed separately by each founding member, on whether or not is already participating in another Coin.S.Ep.,
  - (Only for the Inclusion types of company) Affirmed statement on compliance with the employment criterion of individuals by vulnerable groups of the population by at least 40%.

Co-funded by the Erasmus+ Programme of the European Union

Stage 1 – response

The Registry Department checks the submitted data and proceeds to:

- registration of the enterprise in the Register,
- Issuance of a Registration Certificate which is valid only for starting-up its activity by the Tax Office
- signing of the Statute and dispatching it to the enterprise.

Stage 2

- Application for registration of additional data (exact address of its headquarters, the Tax Office to which it belongs, VAT number and K.A.D. (Activity Code Numbers), the annual program of activities and the composition of the Steering Committee)
- Certificate of Commencement of Activity at the Tax Office.
- Minutes of the formation of a body of the Steering Committee.

Co-funded by the Erasmus+ Programme of the European Union

Stage 2 - response

- Approval of the request for registration (or requests additional data)
- Issuance of a Certificate of Registration (valid until the submission of the first Annual Program of Activities and Report, when it is replaced by the Certificate of Membership of the Register).

In the case the Register shall not require any additional data, registration process ends here.

Co-funded by the Erasmus+ Programme of the European Union

7.2.2 Identify your mission

Mission, vision and values are the fundamental elements of every organization, including social enterprises. These notions are interpreted very differently in literature, and here is one possible interpretation:

- **Values** are beliefs about what an organization and its individuals appreciate, what they regard as positive, desirable and worth the effort (e.g., diligence, honesty, ethics, empathy…); something that drives people's behaviour in the organization.
- **Mission** defines / identifies the purpose of the existence of an organization or company. The mission is usually written in the form of a brief statement, which should cover all those basic concepts that most succinctly describe the organization, its features, services, "products" and "marketplace", core philosophy and goals. (e.g., our mission is to provide healthy, organically produced food at an affordable cost to local people, thereby improving the quality of their health.)
- **Vision** – in simple terms, a vision is a desire regarding the future of the company, a goal towards which the company is supposed to be striving. It expresses the desired image of the company in the future (e.g., our vision is to become the largest provider of quality local organic food.)

Source:
https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/reading-mission-vision-and-values/
https://www.ipsos.si/VodenjeVIZ_VI_kaj_je_poslanstvo_vrednote_vizija.html,
https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/reading-mission-vision-and-values/

Co-funded by the Erasmus+ Programme of the European Union

7.2.3 Bring an idea to scale

Business ideas in all areas are found everywhere. Where to find ideas for a social enterprise?

- Working environment (former and current workplaces),
- Domestic and international fairs,
- Keeping up with trends and changes in the environment (local, international),
- Articles, literature,
- Events (seminars, conferences, meetings of various associations and clubs…),
- Research,
- Hobbies and other leisure time activities, etc.

You can also find some tips for generating ideas at:
https://www.entrepreneur.com/article/74184

Co-funded by the Erasmus+ Programme of the European Union

We must be aware that not every business idea is necessarily a good entrepreneurial opportunity. It is necessary to think before realizing the idea and, above all, provide an answer to the question of ***<u>whether the realization of this idea will guarantee us existence, growth and long-term viability</u>***.

Co-funded by the Erasmus+ Programme of the European Union

7.2.4 Theory of change

Typically, social entrepreneurs engage in areas that are not of interest to traditional entrepreneurs because they do not generate high financial returns. They often also approach areas that could be addressed by the state; however, the state is either unable, incapable or even unwilling to do so. Social entrepreneurs often address environmental issues, fight unemployment, educate in personalized and innovative ways, create affordable tourism products, and promote healthy lifestyles and a local supply of food and other goods.

One of the main results of organizing the agricultural production system is the construction of its structures. Structuring refers to the creation and maintenance of an optimal ratio between the elements in a system in order to ensure its normal functioning (see module 3 and 4 for more information about the “business plan”)

Ecological / organic farming can be placed in the field of local goods supply and addressing unemployment issues.

Co-funded by the Erasmus+ Programme of the European Union

7.2.5 Plan for sustainability

- By investing profit back to the company, so it can develop and expand;
- Sustainable development meets the needs of the present without compromising the possibility of future generations to meet their needs;
- Social enterprises address problems of a certain social community, they originate from that community, and grow together with the people from the very beginning. Together with their employees and customers, they plan and build the company, and invest profits back into development – once the customers become aware of the social enterprise's contribution to the environment they live in, they start respecting, rewarding and supporting the company and its work. At some point, the environment will come to realize that the more it helps the social enterprise, the more it really helps itself.

Source:

https://www.inspire2enterprise.org/2017/04/18/the-5-building-blocks-of-social-enterprise-sustainability/

Co-funded by the Erasmus+ Programme of the European Union

7.2.6 Ensure the sustainability in times of crisis

How to prepare your business for crisis:

1. *Secure a line of credits (*or make savings to bridge the crisis); If a crisis hits, it's not necessarily the end. You might just need a little help to get past a rough patch before things turn around. Secure a line of credit so you have extra working capital in reserve when unexpected events hit.
2. *Create a crisis management handbook*; Stress and uncertainty can cloud your judgment. That's why you should develop a plan before a crisis strikes. Envision several of the most likely disruptions to your business and think what you will need to do if they occur. Put action steps into a crisis handbook to guide you in a crisis.
3. *Communicate with your team*; In advance of a crisis, let employees at all levels know that there is a crisis management handbook and a plan in place. Reinforce to all that this will be the path to follow in a crisis, and there will not be panic or as much uncertainty when a crisis occurs.
4. *Communicate with clients and stakeholders*; Immediately when a crisis occurs, be prepared to communicate with clients, suppliers and other stakeholders. Be proactive to advise and reassure them of your advance planning, the recent and upcoming steps you are taking, and maintain their confidence in you and your team.

If you haven't prepared your business for a crisis, now is the time to take lessons learned and craft a strong plan for the future. Your business will be stronger and healthier because of your work.

Source: https://www.forbes.com/sites/jeffbevis/2020/03/19/4-ways-that-business-owners-can-prepare-for-a-crisis/#5b924936281e

Co-funded by the Erasmus+ Programme of the European Union

How to lead your business through a crisis in six steps ?

- *Act immediately* - don't hesitate with making decisions to safeguard your business. Now is the time to put a freeze on all discretionary spending. Speak to your suppliers about discounts or payment deferrals. Review your marketing and research and development spend.
- *Make forecast* - You should plan for the worst, and hope for the best. Plan on this crisis to last for a minimum of three months, but then rolling into summer, so assume it will be six months before business starts to return to normal. Run the following three forecast scenarios on your cash flow: optimistic, pesimistic, the plan that is most feasible
- *Distinguish between cash and revenue* - Make a clear distinction between actions you need to take to protect your cash flow, which is the lifeblood of the company, and actions you take to generate revenue. Yes, your core focus is to ensure the company lives to fight another day, but if the moves you make put you out of the game from the start, and kill your revenue-generating capacity, you may as well pack it up now.
- *Work on internal communication* - Communicate confidently and frequently. Your team is worried, for their health, for their jobs, for their families. Silence breeds uncertainty, so don't let them fill the void with guesses– keep the information flow coming
- *Remember your business is still all about your customers, not you* - put yourself in the customer's shoes. Why would they care about your call? What are they going through? How can you help them through this now, or when things open back up again? What makes your communication any different from the hundreds of others they're receiving? Put yourself in their shoes, understand what they need.
- *Look to the future* - This crisis will pass, and the companies that survive will come out the other side stronger, leaner, and more efficient than they were going into it. In every crisis, there's opportunity, and if you've got on top of the aforementioned five areas, now, you can take a moment to step back from the battlefield, and look for opportunities.

Source: https://www.entrepreneur.com/article/349493

Co-funded by the Erasmus+ Programme of the European Union

Measures during the COVID-19 pandemic crisis in Slovenia (Intervention Law)

- Measures to protect high employment (compensation of salaries, awards to employees engaged in anti-crisis activities, subventions to employers)
- Measures to improve the social status of citizen (compensation for unemployment, cancelation of payment of public services that do not operate, solidarity allowance to pensioners)
- Measures of exceptional help to self-employed (exceptional finance help of 70% of net wage, cancelation of duties and preserving the rights, prolongation of payment of income tax)
- Measures to preserve the operation of enterprises (pension insurance contribution of employees is financed by state)
- Measures to improve the liquidity of enterprises and support to R&D projects in the fight against COVID-19 pandemic (purchase of receivables of enterprises, delay of financial duties, shortening of payment deadlines from public funds to private contractors, allocation of unused EU funds)
- Decreasing of meeting allowances, salaries and exemption of taxation of distribution services (for public sector)
- ***Financial help to farmers*** (financial help, decreasing or cancelation of financial contribution to health and pension assurance funds, other financial measures)
- Measures in the field of public orders (changes of limits of public orders, independence of municipalities in public orders)

Source: https://www.gov.si/teme/koronavirus-sars-cov-2/vladni-ukrepi/

Co-funded by the Erasmus+ Programme of the European Union

Entrepreneurship during crisis in Turkey

- Measures during COVID-19 pandemic crisis to protect the economy in Turkey might be summarized in 4 main domains:
  - Taxes
  - Supports
  - Employment
  - Finance
- The special measures taken in regard to agricultural activities are listed below:
  - Within the scope of "Improving Crop Production" program, seed grant support was announced by the Ministry of Agriculture and Forestry in 21 provinces.
  - Arrangements were made to continuously control the shelter and working conditions of seasonal agricultural workers against epidemic disease, to improve the conditions of access to agricultural lands and to take measures to facilitate the transportation of agricultural products to the market.
  - Loans to be paid to Agricultural Credit Cooperatives in April and May 2020 were postponed for 2 months without interest.
  - Ministry of Agriculture and Forestry will make a support payment of approximately 1.9 billion TL.
  - Interest-free loans will be given up to 100 thousand TL for traditional animal production enterprises and 50 thousand TL for crop production under the leadership of the Ministry of Agriculture and Forestry.

- For updated information: https://www.tobb.org.tr/Sayfalar/20200323-covid-destegi.php

Co-funded by the Erasmus+ Programme of the European Union

- The special measures taken in regard to entrepreneurs are listed below:
  - Within the scope of KOSGEB's (Small and Medium Enterprises Development Organization of Turkey) loan support programs, the debts of the companies using loans from banks until 30 June 2020 were postponed for 3 months without interest (7 April 2020).
  - The loans of KOSGEB that will be accrued to 30 June 2020 will be postponed until 2021 (23 March 2020).

- All measures taken in regard to business are regularly updated at the website of the Union of Chambers and Commodity Exchanges of Turkey.
- For updated information: https://www.tobb.org.tr/Sayfalar/20200323-covid-destegi.php

Co-funded by the Erasmus+ Programme of the European Union

Entrepreneurship during crisis in Bulgaria

- Fund of funds credits up to 50 000 BGN (ap. 25000 euro), for micro enterprise, self-employed persons, and entrepreneurs of vulnerable groups. Credits are made with grace period up to 10 years. The budget of this tool is 24 million BGN (app 12 m euro) (https://www.economic.bg/bg/news/12/kakvi-sa-konkretnite-ikonomicheski-merki-na-darzhavata-sreshtu-krizata.html)
- Employers of agriculture sector may hire on a second employment contract employees who are at unpaid leave (http://www.gli.government.bg/page.php?c=13&d=4933)
- There is no need for permission from the employer when hiring on a second employment contract , unless there is a specific prohibition. There are, as well, no limitations for the period employees might work upon the second employer contract, while at unpaid leave. The employer must guarantee the intraday and weekly breaks.

Co-funded by the Erasmus+ Programme of the European Union

Entrepreneurship during crisis in Greece

- The 3 challenges during periods of crisis:
  - “Freezing" of investments as the market is characterized by stagnation
  - Difficulties in transactions with foreign markets, as a result of the (poor) economic situation and the unstable banking-economic-political environment as foreign suppliers put pressure on the Greek market demanding payment of a larger deposit or cash payment as they no longer accepted checks / credit
  - The paralysis of the public sector services, which has always been a problem in times of crisis, has been exacerbated by major bureaucratic and public payment problems

Co-funded by the Erasmus+ Programme of the European Union

- Other issues / barriers:
  - Reduction in the demand for products and services in the domestic and international market.
  - The increase of bounced cheques (with insufficient funds). This causes numerous problems for businesses and seriously undermines business confidence in their transactions.
  - The high uncertainty exacerbates the inability of companies to service their programs due to the lack of business access in financing due to the financial system alteration. Already, a large number of businesses have had their funding cut, and bank lending has stalled since capital controls took effect in July 2015.

Co-funded by the Erasmus+ Programme of the European Union

7.3. Social Entrepreneurship in Eco-Farming

Co-funded by the Erasmus+ Programme of the European Union

7.3.1 How to establish a social enterprise in organic farming

Types of social enterprises – how to choose the suitable type of company in the field of ecological/organic farming

Before setting up a social enterprise, you need to decide on the legal form of your company, prepare the requested specific information, and meet certain conditions. The type of activity you want to perform determines the conditions (e.g., required education, occupational safety courses, HACCP, craft business permit, etc.). The decision about the type of company you want to start is influenced by various factors, such as the type of activity, the extent of individual responsibility, employment opportunities, applying for co-financing sources, etc.

The existing register of social enterprises includes the following types:

- Association,
- Foundation (institution),
- Private institute,
- Cooperative,
- Limited liability company (LLC).

Co-funded by the Erasmus+ Programme of the European Union

For a more detailed look at the ways of establishing a social enterprise in Slovenia and the specific advantages of particular types, please visit:

https://www.program-podezelja.si/sl/knjiznica/32-podjetniski-prirocnik-z-delovnim-zvezkom-za-socialne-podjetnike-od-ideje-do-socialnega-podjetja-z-druzbenim-ucinkom-avtor-stritar-tomaz/file

Co-funded by the Erasmus+ Programme of the European Union

7.3.2 Good Practices of Eco farming in Slovenia

1. **Eko kmetija Brinjevka** (https://www.brinjevka.si/): a farm is located in rural area of Slovenian Karst. The main product of farm is eco grown vegetable, that is sold at the farm and distributed to wider community. Farm is social enterprise, that employs individuals with psychological and physical difficulties. They are involved in different European and national projects and networks. The farm organizes „farm open days“ for all, who want to spend a day in pure natural environment.

1. **Korenika** (https://www.korenika.si/): Korenika has already become recognizable in a wider geographical area. The professional public recognizes it as an example of good practice in social entrepreneurship, employing people with disabilities and other vulnerable social groups, as well as sheltered employment. They produce and sell own brand of herbal teas, cold-pressed oils, dried and pickled fruit and vegetables, food for the winter, juices, syrups and much more. They regularly host schools and child-care groups for excursions. The farm is one of the most popular touristic farms in Slovenia.

ECOFAR
Co-funded by the Erasmus+ Programme of the European Union

- Cooperative Zemlja-morje (https://www.zemljainmorje.si/): Is a cooperative of 5 eco farmers and a fisherman from Slovene Istria. Farms grow eco vegetables and other farming products. The fisherman grows different kind of molluscs. They distribute their product under the brand „Box from Land&Sea“, that you can order online, via e-mail or phone. They also have a small series of gifts (olive oil and vine) and are open for visitors.

- Examples of international eco-farming social enterprises: https://socialenterprise.org.hk/en/sedb/cats/se-business-organic-farm

Co-funded by the Erasmus+ Programme of the European Union

7.3.2 Good Practices of EcoFarming Social Enterprises in Turkey

- TARIMSAL PAZARLAMA / Tabit Tarımsal Bilişim Ve İletişim Teknolojileri (Agricultural Marketing / Agricultural Information and Communication Technologies)
- website: https://www.tarimsalpazarlama.com/
- The internet platform was established with the leadership of Tülin Akın, who was selected as the world's most successful social entrepreneur in Davos in 2018. Under her patronage, the platform has now 1 million 600 thousand farmers members, including eco-farmers.
- Small eco-farmer members are able to:
  - Sell their produce on-line through the website without any commission,
  - Buy seeds and equipment,
  - Reach valuable knowledge for sustainable farming practices,
  - Get information on time about special opportunities such as subsidies, interest-free credits, loans, etc.

Co-funded by the Erasmus+ Programme of the European Union

7.3.2 Good Practices of EcoFarming Social Enterprises in Bulgaria

- Business incubator – Gotze Delchev, Bulgaria: Center for entrepreneurship development

- Project “Network of new farmers”: Business models for innovations, entrepreneurship and sustainability in the European agriculture

- The NEWBIE network will facilitate the development and dissemination of new business models, including new entry models, to the full range of new entrants – from successors to complete newcomers to the agricultural sector. The NEWBIE network offers a unique platform by bringing together new entrants, successors, advisors, researchers, important regional and national actors and relevant stakeholders in national networks.

Sources:
http://www.newbie-academy.eu/
https://www.bi-gd.org/site/bg/proekti-2/tekushti-proekti/111-newbieproject

Co-funded by the Erasmus+ Programme of the European Union

7.3.2 Good Practices of EcoFarming Social Enterprises in Greece

- The Region of Attica has published a list of best practices of Social Enterprises (https://www.patt.gov.gr/site/attachments/article/13451/sinoptikos_odigos_kalon_praktikon.pdf). Among them we point out:
  - Social Cooperative Enterprise Network (www.koinsep.org)
  - Green Bridge (a local network for production and promotion of vegetables, agricultural products and flowers)

Co-funded by the Erasmus+ Programme of the European Union

Other good practices comprise:

- Production - Sale of Local Traditional & Organic products(Mediterranean Nutrition and Hospitality: A Must for Greek Tourism Development?—The Case of the Region of Thessaly - https://books.google.gr/books?id=kE-vCwAAQBAJ&pg=PA276&lpg=PA276&dq=greece+Sale+of+Local+Traditional+%26+Organic+products&source=bl&ots=BIFEoskx9b&sig=ACfU3U3LMfjHACFByKaHAtx_NYxkOEHrUQ&hl=en&sa=X&ved=2ahUKEwiC3tOjworqAhVPsKQKHVysDC8Q6AEwAHoECAcQAQ#v=onepage&q=greece%20Sale%20of%20Local%20Traditional%20%26%20Organic%20products&f=false)
- Gardening services, landscaping - outdoor cleaning and agricultural work (i.e. https://www.apokinou.gr/, https://foreis-kalo.gr/?q=-koinsep_list)

Co-funded by the Erasmus+ Programme of the European Union

7.3.3 The role of stakeholders

Who are the stakeholders?

- The stakeholders of a social enterprise are all those individuals, organizations or groups of people who are relevant to the enterprise – both those who are directly affected by the operation of the company and those who can affect the business through their activities.
- It is important for a social entrepreneur to identify the potential external and internal stakeholders of their business:

Co-funded by the Erasmus+ Programme of the European Union

Co-funded by the Erasmus+ Programme of the European Union

- In the “business life cycle”, the entrepreneur interacts with different stakeholders - individuals / groups / institutions. Some of those who are not yet stakeholders of the company at the start-up stage may become crucial in the later stages of creating a “successful social entrepreneurship story”.
- Why is it important for an entrepreneur to recognize the company's stakeholders?
  - To understand the impact of your business on different audiences.
  - To allow stakeholders (when and if necessary) to express their opinions and influence the operation of the business.
  - To increase community awareness and responsiveness to specific problems.
  - To establish suitable ways of communication with individual stakeholder groups.
- Just like considering how the performance of the company will affect different stakeholder groups, the entrepreneur should also consider how the stakeholders could affect the performance of the business.

Co-funded by the Erasmus+ Programme of the European Union

- With their feedback, opinions, suggestions, support, etc., they can make a significant contribution to the success and sustainable development of a social enterprise.

- Different stakeholders have different roles in the business of the company, different levels of involvement and, of course, different interests. The entrepreneur must be careful that the interests of different stakeholders are not in conflict, which can affect the business of the company.

- Undoubtedly, the **most important stakeholders** of any business **are** the **customers**, who purchase services / products for themselves or for others. Loyal returning customers provide the company with long-term stability and development. If the company does not meet their expectations and does not meet their needs, they will not support the business with repeated purchases and will not recommend purchases to other buyers. The key to long-term success is establishing a relationship with customers and ensuring that the customer receives the desired value for their money.

Co-funded by the Erasmus+ Programme of the European Union

- Another **important** group is **beneficiaries**. How do we distinguish customers from beneficiaries? Beneficiaries are a group that directly uses and benefits from the products / services. It is important for a social enterprise to consider this important stakeholder group when planning and implementing their activity. This is the group for which the social enterprise service / product is actually intended, the reason why the company exists in the first place, and even acquires funding / donations.

- The **third important group** are the **decision-makers / influencers**. They influence the awareness and opinion of the customers and thereby their buying habits. It is important that we appropriately position a social enterprise within this group and build a successful business through their support. We need to be aware that our customers and beneficiaries can become influencers over time, and that their recommendations of the company to the general public can influence the success of our operations. When an influencer recommends a purchase in our company, this “lowers the risk” for a potential buyer, who makes the decision to purchase more easily. And a positive experience leads to repeating the purchase.

You can read more: https://www.youtube.com/watch?v=WjxvP5eitzk

Co-funded by the Erasmus+ Programme of the European Union

7.3.4 Networking

- Strong business connections often prove to be crucial for the success of any business.
- The same goes for social entrepreneurship. For a social entrepreneur, it is important to have a wide network of diverse contacts that can help him or her succeed in the business.
- Networking is a continuous process.
- An entrepreneur does not create new contacts only when needing them, but should always be “on the alert” to establish new contacts and relationships.
- You need to be aware that not all networking efforts will result in an immediate impact on your business.

source: https://mladipodjetnik.si/novice-in-dogodki/novice/nasvet-iz-prve-roke-kako-se-mreziti

Co-funded by the Erasmus+ Programme of the European Union

How to build the successful network?

There are many ways to build strong personal network that will help your business growth:

- **Interpersonal networking** (role models, mentors, consultants, investors, donators, volunteers, family and friends, ….)
- **Participation at events** (seminars, conferences, round tables, competitions, fairs, consultation events ….)
- **Joining associations** (e.g. Eco Farmers association)
- **Connections to Policy makers** (events and consultations in the frame of Ministries, local and regional authorities …)
- **Social Media** (specialised forums and groups on Facebook, LinkedIn …)

source : https://mladipodjetnik.si/novice-in-dogodki/novice/nasvet-iz-prve-roke-kako-se-mreziti

Co-funded by the Erasmus+ Programme of the European Union

7.3.4.1 Opportunities of networking in Slovenia

Support in the field of entrepreneurship and eco-farming:

- SPIRIT Slovenia (https://www.spiritslovenia.si/): Slovenian Business Development Agency - organizes different networking and other events, offers consultancy and support to all forms of entrepreneurial activity; they provide general information on social entrepreneurship
- UMANOTERA (https://www.umanotera.org/): Slovene Foundation for Sustainable Development – offers education, support and networking events (e.g. eco - entrepreneurial mornings)
- Regional Development Agencies (in each Slovene region): they offer networking and other events for different groups, educational events, possibilities of funding through projects etc.
- Chamber of Agriculture and Forestry (https://www.kgzs.si/): they offer support and education through local units, possibilities of funding etc.
- Association of Eco-Farmers (http://www.zdruzenje-zekzz.si/): merging together more than 30 eco-farmers in Zasavje region; offer events, education, support at marketing etc.
- The Union of Eco_Farmers Associations of Slovenia (https://www.zdeks.si/): support eco farmers with education and networking events, help with promotion (eco farm open days, promotion through different media, etc)

Co-funded by the Erasmus+ Programme of the European Union

Opportunities of networking in Slovenia

Specialised social-entrepreneurship organizations:

- Slovene forum of Social Entrepreneurship (http://fsp.si/)
- Foundation for Improvement of Employment Possibilities (https://www.fundacija-prizma.si/index.php)
- Social Incubator (https://www.socialni-inkubator.si/

Co-funded by the Erasmus+ Programme of the European Union

7.3.4.1 Opportunities of networking in Turkey

National networking organizations for eco-farming

Buğday Association for Supporting Ecological Living (Buğday Ekolojik Yaşamı Destekleme Derneği): https://bugday.org/english/?page_id=2

Buğday, as a non-profit non-governmental organization, is one of the initiatives of organic farming in Turkey by raising awareness of organic farming and products through different communication channels such as magazines, TV and radio programs, articles, radio, internet portal, e-bulletins, etc.

The association is the pioneer in the foundations of open organic markets in big cities in Turkey (http://ekolojikpazarlar.org/).

Ecological Agriculture Organisation Association (Ekolojik Tarım Organizasyonu Derneği, ETO): http://www.eto.org.tr/

ETO was established in 1992, with the aim to ensure that ecological production fits into a certain system and to bring together the stakeholders in organic agriculture.

Co-funded by the Erasmus+ Programme of the European Union

- **National networking organizations for eco-farming**
- Çiftçiden eve (From Farmer to Home): www.ciftcideneve.com
- Ciftcideneve.com is a successful organic agriculture marketplace initiative that aims to deliver farmers' products directly to consumers.

- Tarımsal Pazarlama (Agricultural Marketing): https://www.tarimsalpazarlama.com/
- The Agricultural Marketing platform offers the following opportunities:
  - providing farmers practical knowledge related to farming
  - providing information about crop protection
  - small farmers can sell their products faster and without commission

Co-funded by the Erasmus+ Programme of the European Union

7.3.4.1 Opportunities of networking in Bulgaria

- “With care and love from the farm to your home” – Products of 48 Bulgarian farms producing natural food, drinks and supplements - https://www.ebag.bg/categories/fermerski-produkti/1161

- “Hrankoop” - Hrankoop is developing for five years already, in Bulgaria: https://www.hrankoop.com/

The main activity of the group is direct contact and dialogue with producers of organic, eco and organic (abbreviated BEO) food.

Co-funded by the Erasmus+ Programme of the European Union

7.3.4.1 Opportunities of networking in Greece

- ENTERPRISE GREECE- Invest and Trade https://www.enterprisegreece.gov.gr/en/invest-in-greece/sectors-for-growth/food-agriculture
- DIONET (is a public benefit organization and has the legal form of the Civil Non-Profit Company in the field of Organic Products) http://www.dionet.gr
- BIOCLUSTER: Organic Products Cluster (O.P.C.) is a non profit, nationwide organization that has been set up by the Federation of Industries of Northern Greece (F.I.N.G.) on March of 2006. and supports all actors involved to the supply and marketing chain of the organic sector. https://www.biocluster.gr

Social Entrepreneurship Networks:

- Panhellenic Official Center for the Support of the Social and Solidarity Economy https://koinsep.org
- Social Entrepreneurship Forum https://seforum.gr
- Impact Hub Athens https://athens.impacthub.net

Co-funded by the Erasmus+ Programme of the European Union

7.3.4.2 Specialised fairs for farmers in Slovenia

- AGRA Fair – International farmers fair (http://www.sejem-agra.si/)
- Spring Farmers Fair Komenda (https://www.sejemkomenda.si/)
- AgriTech - Fair of Farmers Mechanisation in Celje (http://agritech.ce-sejem.si/en/)
- International Farmers Fair in Pomurje (http://www.pomurski-sejem.si/za-obiskovalce/program-sejmov/)
- International Farmers Fairs in EU (https://www.inobrezice.com/sejmi.html)

Co-funded by the Erasmus+ Programme of the European Union

7.3.4.2 Specialised fairs for farmers in Turkey

National and International Fairs:

Expo Natura, Natural, Organic and Healthy Product Exhibition (Doğal, Organik ve Sağlıklı Ürünler Fuarı)

Website: https://exponatura.net/

Annually organised in Istanbul, Turkey

Ecology Izmir Fair (Ekoloji Izmir Fuarı)

Website: https://ekolojiizmir.izfas.com.tr/index.php/tr/

Annually organised in Izmir, Turkey

Agroexpo International Agriculture & Livestock Exhibition

Website: https://en.agroexpo.com.tr/

Annually organised in Izmir, Turkey

Agrotec, International Agriculture Fair

Website: http://www.infofair.com.tr/en/home

Organised in Ankara, Turkey

Local Fairs

Municipalities organise local «Seed Exchange Fairs» where local small eco-farmers can exchange local seeds and promote their organic and ecological produce.

Co-funded by the Erasmus+ Programme of the European Union

7.3.4.2 Specialised fairs for farmers in Bulgaria

- Inter Expo Center organises range of annual exposition in Sofia, Bulgaria:
  - “Mesomania” - https://food-exhibitions.bg/index.php/bg/mesomania
  - “World of milk” - https://food-exhibitions.bg/index.php/bg/mliako
  - “Bulpek” - https://food-exhibitions.bg/index.php/bg/bulpek
  - “Wine salon” - https://food-exhibitions.bg/index.php/bg/vino
  - “Interfood and drinks” – https://food-exhibitions.bg/index.php/bg/inter-food
  - „Vinaria” - https://www.fair.bg/bg/event/2020/vinariia-2020

Co-funded by the Erasmus+ Programme of the European Union

7.3.4.2 Specialised fairs for farmers in Greece

- AGROTICA: One of the largest exhibition brands in the agriculture sector in the Balkan and the European markets, is still a clear leader after 28 years, hosted at the Thessaloniki International Exhibition with more than 140,000 visitors https://agrotica.helexpo.gr
- Pan-Cretan Exhibition of Agriculture, Livestock & Traditional Products: https://www.georgiki-ekthesi-mesaras.gr
- PELOPONNISOSEXPO: https://www.peloponnisosexpo.gr
- FILIATRA AGROVISION: https://www.facebook.com/FiliatraAgroVision/
- AGROEXPO Ierapetra: http://agroexpoierapetra.gr, https://www.facebook.com/agroexpoierapetra/
- PELLA AGRO: https://www.facebook.com/Hellenic.Ministry.of.Rural.Development.and.Food/posts/757535888041003/

Co-funded by the Erasmus+ Programme of the European Union

- BIOFESTIVAL: https://biofestival.gr/
- HERBAL CONGRESS: https://www.helexpo.gr/herbalexpo
- BIOLOGICA: https://foodexpo.gr/en/new-organic-products-section
- Detrop Boutique: https://detropboutique.helexpo.gr
- National Tourism Fair – Gastronomy and Wine World: https://ttgw.gr

Co-funded by the Erasmus+ Programme of the European Union

Disclaimer

For further information, related to the ECO AGRI project, please visit the project's website at www.ecofarm-manager.eu or visit us at https://www.facebook.com/Ecofar2018/.

Download our mobile app at https://play.google.com/store/apps/details?id=com.ecofar.mobile.

Co-funded by the Erasmus+ Programme of the European Union