

گهشتوکال Gashtukal

Agrotourism Training



Coaching Pack

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Foreword

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) to operate in the field of international cooperation for sustainable development in around 120 developing countries.

The Private Sector Development & Employment Promotion (PSD) Project in Iraq is a multidonor action commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), co-funded by the European Union (EU) and implemented by GIZ.

The PSD Project supports governmental efforts of creating conditions for a growth-oriented business and investment climate in central and south Iraq as well as the Kurdistan Region Iraq. It provides advisory services for economic reforms to government partners and supports fact-based policymaking through promoting the inclusion of private sector representations, academic institutions and civil society organisations into policy-making processes.

In addition, the PSD Project supports the creation of employment prospects in the private sector for young Iraqis, especially women and returnees, following an integrated approach that combines labour market-driven skills development and job placement measures as well as entrepreneurship development, and advisory services for MSMEs. Overall, this multi-donor action puts emphasis on developing long-term abilities of its partners such as Ministry of Higher Education and Scientific Research, Ministry of Labour and Social Affairs, chambers and business associations. Special attention is given to sectors with a strong potential for growth such as agribusiness, solar energy, waste management, and tourism, with a regional focus on Baghdad, Basra, Diwaniyah, Diyala, Erbil and Mosul.

Agricultural Tourism Development in KRI project:

Agrotourism offers a unique opportunity to connect with the land, learn about traditional farming practices, and taste the delicious local food. The training measures will teach how to provide authentic agrotourism experiences that will attract visitors and boost the local economy.

For local communities, this sub-sector presents opportunities for rural development and economic diversification. The project seeks to assist the development of this emerging sector by increasing business opportunities and developing local capacity to build a sustainable and thriving agrotourism industry in KRI.

Training program:

The first phase the project trains professionals on agrotourism know-how as experts. These **Innovation Coaches** will act as local experts and focal points with the mission to activate agrotourism in KRI. In the second phase **Agricultural Businesses** will learn how to provide visitors with an unforgettable agrotourism experience, including farm visits, culinary experiences, cultural activities, and much more. These potential entrepreneurs will receive training in agrotourism and **ongoing coaching support to develop business plans**.

Responsibilities of Agrotourism Coaches

The responsibilities of a coach include:

- Conducting coaching meetings with the emerging agrotourism product owner every two to three weeks.
- Advising on product suitability and honing it for best experience for target markets.
- Assessing developments, progress and giving feedback.
- Advising on next element to prepare.
- Helping to find solutions to problems.
- Testing the product and giving feedback.
- Checking the readiness of facilities, staff and resources and giving feedback.
- Reporting to ZOA on progress and challenges.
- Final reporting to ZOA.

During the coaching process and sessions, you will follow the content of the modules of the Gashtukal Agrotourism training programme, as presented in the course modules, with specific focus on the Module 4 worksheets:

1. Assessing farm resources
2. Identifying and refining a product idea
3. Identifying and describing product elements
4. Planning activities
5. Planning visitor information
6. Planning staff and facilities
7. Business and financial planning, costing and pricing
8. Marketing and product launch
9. Forward planning

You will work through each of these topics with your coaches using the guidelines provided in this coaching pack, and using their answers on the worksheets that were developed during the training programme.

Blank copies of the worksheets are provided to you in this pack in case you need clean, blank copies, or digital copies to work with with your coaches. They also serve as a quick reference guide for your preparation for each visit.

Session Planning

When planning a session, it is important to plan ahead and be organised to maximise the efficiency of the session. There are five steps to take when planning a session:

1. Review the module content that the session will relate to. Ensure the handouts and worksheets are available and correct.

2. Check that your understanding of the requirements is clear – issues overlooked, gaps etc.
3. Review any notes you made in the previous session and follow up on any issues you noted.
4. Check any communications from the team and confirm the session (do this the day before) including the date and time.

Session Equipment

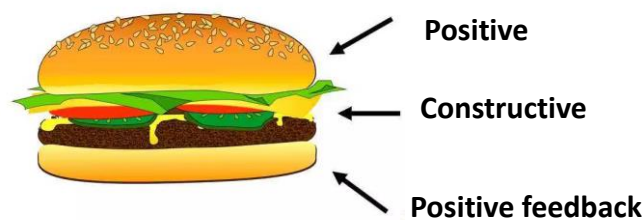
Additionally, ensure the following suppliers are ready at every session:

- Ring file divided by group or team
- Copies of the product information of that team
- Meeting notes from previous meetings: dated
- Any information or worksheets given to you by the team
- Pen and A4 paper
- Report sheets
- Laptop (optional)

Feedback

Giving feedback requires tact and careful choice of words. It is important to balance negative feedback with positive feedback. It is best to start with positive feedback before discussing what they can change or work on. Feedback must be specific and clear, there must be no room for confusion and the recipient should feel like they can ask for further information. Use “I” statements and don’t be judgemental.

The Feedback Burger method uses the positive feedback – constructive feedback – positive feedback process to provide feedback which doesn’t offend and conveys important information in a memorable way.



Administration

Keep a record of each of the coaching sessions and who was there. (ZOA to advise on requirements)

Coaching Schedule

Coaches should complete one session every two to three weeks over a period of three months resulting in five sessions in total. Coaching follows a specific programme to ensure that the product owner has support in all elements of product development.

#	Coaching Session Topic and Content
1	Introductory meeting <ul style="list-style-type: none"> Getting to know each other: introductions and background between coach and people at the farm or attraction. Quick explanation of the product idea before a site walk/orientation. The owner/manager shows the coach around the site, explaining the product idea in situ. Refine the product idea in a working session. Activity planning for the next few weeks.
2	Product Development: Elements, Resources and Activities <ul style="list-style-type: none"> Review of progress to date against action plan. Identify the elements, resources and activities included in the product.
3	Product Development: Information planning, staffing and facilities <ul style="list-style-type: none"> Review of progress to date against action plan. Planning of the information that will be provided to visitors. Identify staff and facilities needed to provide the product to visitors.
4	Business & Finance: Costing and Pricing <ul style="list-style-type: none"> Review of progress to date against action plan. Financial planning: costing and pricing of the product.
5	Marketing: <ul style="list-style-type: none"> Review of progress to date against action plan. Product testing (it should be nearly ready at this stage). Planning of basic marketing tools; marketing action plan; detailed target market analysis; social media planning. Forward planning for product after coaching concludes. Planning for product launch.

The sessions will follow the development of the product idea, using the tools and information from the agrotourism training.

Agenda for coaching meetings 2 - 5:


- **Step 1:** Assess the progress of the activities on the action plan.
- **Step 2:** Discussion and coaching on new topic.
- **Step 3:** Planning for next few weeks: detailed work to be done.

Managing time between sessions:

There is a two- to three-week gap between sessions. This provides time for the potential product owner to work on different, agreed activities toward getting the agrotourism product market-ready.

An action plan (template provided) with detailed activities will be developed during each coaching session so that there is a clear plan of what needs to be done, in what sequence, by who, by when, and what the activity may cost. A review of the progress made on the action plan will be the first step of each coaching session from Session 2.


Coaching Session 1: Introduction and Review

	<p>Module 4, Unit 1: Worksheet 2: Assessing Farm Resources</p> <p>Module 4, Unit 1: Worksheet 3: Agrotourism Product Options</p> <p>Module 5, Unit 3: Worksheet 1: Business Model Canvas</p> <p>Module 5, Unit 3, Handout 1: Business Plan Template</p> <p>Action Planning Table</p>
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- **Introduction:** getting to know each other: introductions and background between coach and people on the farm. Ask them a bit about themselves, their background, their motivation for the product that they are developing.
- **Product introduction:** the farmer/product developer explains their product idea.
- **Site orientation:** conduct a walk around on the farm/venue/location, especially the area/s that may be used for the intended product. Note things that need to be cleaned or tidied up, note rubbish or litter lying around so that this can be addressed in the action plan.
- **Discussion:** facilitate a working session to work through the following worksheets from Module 4.
 - Start with **Worksheet 2: Assessing Farm Resources**. Go through it with them and discuss their findings. Make inputs based on what you have seen on the farm or at the location. For example, ask them – what about that building near the house, or could you use this area for parking, does your wife/husband/child have any skills to contribute such as the younger generation being tech savvy, etc.
 - Work through **Worksheet 3: Agrotourism Product Options** and discuss and confirm their product idea. Make suggestions on the product – if anything can be added, refined, etc.
 - Identify a launch date for the product so that planning can be done to meet that date.
- **Discussion:** Work through the **Business Model Canvas** and see if the product owner is able, at this stage, to fill in all the sections of the canvas. Help and give suggestions where possible; the canvas helps to think through a whole range of elements to bring the business together. The elements and content of the Business Model Canvas will provide a basis for the development of the business plan.
- **Business Plan:** Refer to the Business Plan Template in the Module 5 handout pack. Go through the requirements of the business plan, and advise on where to start, and what sections to research and work on before the next coaching visit.


- **Planning:** plan for what needs to be done in the two to three weeks before the next session. What would they do first to start with developing the product? Use the Action Planning Table to help them.

Coaching Session 2: Product Development: Elements, Resources & Activities

	<p>Module 4, Unit 1: Worksheet 4: The Elements of my Agrotourism Product Module 4, Unit 2: Worksheet 5: Activity Planning Action Planning Table</p>
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- **Review:** working with the team, review the progress made on the action plan. Go and see any physical work that has been done and give feedback on the quality: praise where due; point out where things could be done better from a tourism standards point of view.
- **Development discussion:** work through the worksheets and guide and advise on what the owner is planning; give ideas and suggestions where/if needed:
 - Module 4, Unit 1: Worksheet 4: **The Elements of my Agrotourism Product** (including the resources needed for each element). Give ideas and suggestion for the elements and resources they need. Identify things that they may have forgotten or not realised they need, e.g. cash handling facilities.
 - Module 4, Unit 2: Worksheet 5: **Activity Planning**
- **Business Plan:** check and discuss the progress made toward the development of the business plan. Advise and guide where you can on the content they have managed to collate. Agree on what the next steps of completing the business plan are, and what sections to research and work on before the next coaching visit.
- **Planning:** plan for what needs to be done in the two to three weeks before the next session. Continue with site preparation; start with assembling the elements and resources needed for the product; plan the activities in detail using the action planning table.


Coaching Session 3: Product Development: Information, Staff & Facilities

	<p>Module 4, Unit 1: Worksheet 6: Information Planning Module 4, Unit 2: Worksheet 7: Staff and Facilities Action Planning Table</p>
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- **Review:** working with the team, review the progress made on the action plan. Go and see any physical work that has been done and give feedback on the quality: praise where due; point out where things could be done better from a tourism standards point of view.
- **Development discussion:** work through the worksheets and guide and advise on what the owner is planning; give ideas and suggestions where/if needed:
 - Module 4, Unit 1: Worksheet 6: **Information Planning**. Give ideas and suggestion for the narrative they may present; help to research, collate and structure interesting and interactive content for both verbal and written information.
 - Module 4, Unit 2: Worksheet 7: **Staff and Facilities**. Help to identify the skills and knowledge within the family and staff – identify who can do what; note any challenges such as domestic duties and discuss solutions. Identify any training needs.

- **Business Plan:** Check and discuss the progress made toward the development of the business plan. Advise and guide where you can on the content they have managed to collate. Agree on what the next steps of completing the business plan are, and what sections to research and work before the next coaching visit.
- **Planning:** plan for what needs to be done in the two to three weeks before the next session. Continue with site preparation and assembling the elements and resources needed for the product; plan for preparing information for visitors, and plan for the staffing and the facilities needed to provide the product or service. Add these to the action plan for the next three weeks.

Coaching Session 4: Marketing

	Module 5, Unit 2: Worksheet 1: Marketing Action Plan Action Planning Table
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- **Review:** discuss the achievement of the goals since the previous coaching meeting. Acknowledge and praise progress, give encouragement where actions or goals have not been met as planned. Identify, discuss and help to solve any problems or challenges that may have been encountered in achieving the goals. Walk the site again if needed to see progress of any physical changes to facilities.
Review their financial plans and calculations and give feedback as needed. This is critical as it will impact on the profitability, success and ultimate sustainability of the product.
Test the product: at this stage, the product should be nearly ready: run through it and experience it as a visitor and give feedback.
- **Discussion:** Work through the **Marketing Action Plan** and see if the product owner is able to identify and reach a specific target audience using different channels. Help and give suggestions regarding social media accounts, registering the business on Google maps, on TripAdvisor and other platforms.
Include when and how the product will be launched, opened, introduced to the market.
- **Business Plan:** Check and discuss the progress made toward the development of the business plan. Advise and guide where you can on the content they have managed to collate. Agree on what the next steps of completing the business plan are, and what sections to research and work before the next coaching visit. Remind them that the completed business plan is the formal output/reason for the advanced training that they were selected for, and that it must be completed by the final visit.
- **Planning:** plan for what needs to be done with regard to marketing: setting up social media accounts; who will manage the accounts and post content; development of logo, business cards, leaflet, etc. Where these will be placed/posted/distributed.
 - Continue with site preparation and assembling the elements and resources needed for the product; preparing information for visitors, and the staffing and facilities needed to provide the product or service.
 - Ensure that there is a practical, achievable action plan going forward when you will not be there to coach them.
 - Identify other sources of support e.g. other products in the area that are also developing and that can work together and support each other.



Implemented by



- Conclude any administration requirements for ZOA.
- Wish them well with their product development and launch and keep in touch with them going forward.



Coaching Session 5: Business and Financial Planning, Pricing and Costing



Module 5, Unit 1: Worksheet 1: **Business Model Canvas** **Action Planning Table**

- **Review:** discuss the achievement of the goals since the previous coaching meeting. Acknowledge and praise progress, give encouragement where actions or goals have not been met as planned. Identify, discuss and help to solve any problems or challenges that may have been encountered in achieving the goals. Walk the site again if needed to see progress of any physical changes to facilities.
- **Information:** review the information put together for the product; give feedback as to the interest, the flow, the engagement, use of senses, etc. If a tour is planned, get them to conduct the tour with you playing the part of a visitor. Time the tour, note the sequence, the stops, what information is given at what stage, and give feedback and suggestions on improvement. Check any written information such as information boards and give feedback. Ensure correct spelling, grammar and no mistakes on information meant for visitors.
- **Finance, pricing, costing:** help to identify costs, determine costing for products, and arrive at a profitable but competitive price for the product using breakeven calculations. Use a range of pricing strategies as needed. If necessary, do some online research for similar products anywhere in KRI, Iraq or surrounding countries.
- **Business Plan:** review the business plan that they have collated. Give final inputs if any changes or additions are needed, and give a deadline time and date for final submission of the plan to yourself.
- **Planning:** plan for what needs to be done in the two to three weeks before the next session. Continue with site preparation and assembling the elements and resources needed for the product; preparing information for visitors, and the staffing and facilities needed to provide the product or service. Add these to the action plan for the next three weeks.

Action Planning Table

(example ideas filled in)

Activity	Action	Who	When	Cost
Milking shed	Clear out rubbish			
	Paint the inside			



	Shelves for milking equipment			
	Sort, tidy and stack equipment neatly			



Module 4: Unit 1: Worksheet 2: Assessing Farm Resources

Refer to Handout 2 for ideas, then complete the following table:

General questions
1. What does your farm have that other farms don't? What is special about it?
2. What capacity do you and your family/staff have to run agrotourism activities?
Physical resources
3. What features does your land have that could be used for agrotourism?
4. What buildings could be used for agrotourism and how?
Farm activities
5. What farming activities do you do on the farm that may be interesting to the public and can be used to create an agrotourism product?
6. For horticultural farms, do you have crops all year round? If crops are seasonal, will you have enough other interesting activities to offer off season?



People and staff

7. What special skills and knowledge do you (the family and farm workers) have that could be used to contribute to an agrotourism product?

8. Who could get involved in delivering agrotourism on the farm? The family, existing staff, new staff?

Stories and interpretation

9. What interesting information or stories could we tell about the farm, its history, what we do or how we do it?

Finances and money

10. Why do you want to do agrotourism: as an additional income? Eventually as the main income of the farm? To generate funds where you are old? To provide jobs and income for family members?

11. Do you have savings, or can you borrow money to invest in starting up agrotourism products (e.g. for buying equipment, converting buildings, making the buildings safe, creating hiking trails, etc)

Community resources

12. What other resources are found in your area that could support your business and attract visitors to your area?



Module 4: Unit 1: Worksheet 3: Agrotourism Product Options

In the table below, write up what is special about your farm, and what ideas you have for agrotourism products or activities:

1. Your Farm: USP

List the special features or activities on your farm that could be a basis for agrotourism.

2. Your product idea

What kinds of agrotourism activities could you develop with the items you have listed in the table above? List them, then number them in order of importance and potential.

What agrotourism product ideas could I offer:



Module 4: Unit 1: Worksheet 4: The Elements of my Agrotourism Product

Take number 1 on your list from the previous activity. What elements will be part of my agrotourism product? What resources will I need to deliver or offer each element?

Product name:	
Element	Resource



Module 4: Unit 2: Worksheet 5: Activity Planning

Plan your agrotourism activity. What steps and components will you need?

Step	Components
e.g. Arrival	Parking, a sign to the house, a clear path to the house.
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	



Module 4: Unit 2: Worksheet 6: Information Planning

What information can I present for my agrotourism product?

Safety:

History/background stories:

Farming processes:

Product information:

Demonstration:

Information boards or signs:



Module 4: Unit 2: Worksheet 7: Staff & Facilities

What staff and visitor facilities will you need to run this agrotourism activity?

Staff: e.g. people to guide, drive, cook

Facilities:



Module 5: Unit 1: Worksheet 1: Business Model Canvas

Business activities	Partners and suppliers	Products & Services	Customer Relationships:	Market Segments
	Key Resources		Tourism Infrastructure	
Costs			Source of Revenue	



Module 5: Unit 3: Worksheet 2: Marketing Action Plan

Target market	Channel	Tool	Date	Cost



Module 5: Unit 3: Handout 1: Business Plan Template

Business Plan	
Name of the business	
Description of the product	
Owner's name	
Contact number	
Email	
Physical address	
Postal address	
Shareholders/members and shareholding g%	
Date	

1. Executive Summary (half page)

Half page summary of the business and key points from the business plan. This opening section starts your business plan and briefly outlines the key points of your plan. The goal is to explain what your business does and why it will be successful. Include a company mission statement (i.e., what the ultimate goal of the business is in just a sentence or two.)

The summary is an overview of the entire plan and must contain the highlights of the business plan and summaries of each section. Therefore, although it is at the beginning of the document, it is usually written last to summarise the plan.

2. Business Description (half page)

This section answers the question: what does your business do? Go into more detail on what your business is about and what solutions it will bring to the marketplace. Be specific and detail what product or services you're developing. Include a brief history of your company and mention any special skills you have in your team that will help your business to get going and be successful.

Make sure the Unique Selling Point of the product is clearly identified and described.

Example: Farmstay

We offer a traditional homestay experience for families, for friends or any groups to stay on and learn about traditional sheep farming in the Kurdish region.



3. Market Analysis (up to one page)

Analyse and describe the following elements:

1. The 'marketplace' with simple competitor analysis
2. What problem your product solves in the marketplace, for your target market?
3. What the solution to that problem is.
4. Your target market: describe the ideal customer in as much detail as possible.

Example:

Our Opportunity	
Problems worth solving: <ol style="list-style-type: none"> 1. Families and other groups wanting interesting, affordable places to stay and things to do. 2. Lack of farmstay opportunities within a close driving distance of main cities. 	Our Solutions: <p>Our farmstay is affordable for groups and includes fun experiences with the sheep and the dairy.</p> <p>We are located less than two hours from the nearest city.</p>

4. The Product or Service Provided (half page)

- Describe the research that you have done to identify what you want to offer as the product. Provide some evidence that there is a demand for what you will offer.
- Describe your product or service in detail. Explain what it offers to the market.
- Describe the elements or components and a summary of what is required to deliver this product or service, e.g. infrastructure, equipment, staff, other inputs.

5. Team Structure (half page)

Briefly describe the people that will be involved in the business, what their skills or knowledge are, and in what capacity they will contribute to the business.

Name	Name	Name	Name
Designation (e.g. Owner & Manager)	Designation (e.g. housekeeper & cook)	Designation (e.g. activity leader)	Designation (e.g. dairy operator)
Short description of key experience,	Short description of key experience,	Short description of key experience,	Short description of key experience,



skills and duties/ responsibilities in the business	skills and duties/ responsibilities in the business	skills and duties/ responsibilities in the business	skills and duties/ responsibilities in the business
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Even if you're starting out with just yourself as the only employee of your business, write a few lines about why you're the right person to run this business. If you include other people in the future, list those positions as well, even if you don't know who specifically will fill those positions right now.

6. Marketing Plan

In half a page, briefly explain the following:

- the pricing strategy (cost plus; competitor; dynamic; wholesale, combination of strategies),
- how the product will be sold to the market (the channel e.g. direct sales in a shop, online bookings, through agents or to tour operators),
- what the channels may cost in terms of any commissions or discounts and
- how you will promote the product using a marketing plan.

Include a practical plan aimed at the target markets as identified in Section 3, using the template provided in Unit 2 Worksheet 2.

7. Financial Plan

In this section, you lay out your financial plans for your business. You will need to think about and plan for income and expenses, as well as startup costs.

Start-up costs: identify and list the costs you will need to cover to get the business up and going and to cover costs for the first while until the business starts to become profitable.

Statement of Running costs/working capital needed: (example from a tourist shop)

Item	Number Needed	Cost Each	Total Cost
Facilities and equipment			
Rental of shop	4 months	\$2 000	
Till/cash register	1	\$200	
Counter	1	\$500	
Shelves	15	\$100	
Shop fittings	1	\$500	
Security Door	1	\$100	
Computer	1	\$600	
Printer	1	\$300	
Sub total A			
Staff			



Shop manager	4 months	\$2 000	
Cashier	4 months	\$1 000	
Book keeper	4 months (part time)	\$1 000	
Sub total B			
Other Items			
Market research	1	\$8 000	
Stock of souvenirs	Enough for shop	\$10 000	
Utilities/energy/water	4 months	\$3 000	
Sub total C			
Total for A, B and C			
Contingency*	10%		
Total start-up costs			

8. Appendices

Attach any supporting documents that will prove you have done your homework and are worthy of starting and running a successful agrotourism business.

Examples include:

- CVs of the entrepreneur and any relevant or key staff
- copies of qualifications or certificates
- newspaper clippings, promotional literature, product brochures, market research, trade and industry publications
- partnership, association or shareholders' agreements
- offers to purchase, purchase and sale agreements
- contracts, orders, letters of intent
- quotations for capital items to be purchased
- copies of identity documents and marriage certificates of the entrepreneurs
- copies of company registration documents
- drawings, work flow charts, plans, building layouts, maps, etc
- a list of persons to whom reference can be made regarding creditworthiness, product and service quality, and the skills, abilities and integrity of the entrepreneurs