

Instructions for Readiness Evaluation



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1. Executive summary

Readiness evaluation stems from the need of understanding how much a traditional farming organization is close to reinvent itself in order to become a Multifunctional organization. The word “Multifunctional” is hereafter unfolded in three main domains: Rural Tourism, Short Food Supply Chain and Social and Didactic Farming. The assessment is performed on resources already owned by farmer in order to comprehend to which of the three domains it is closer.

The evaluation can be conducted by anyone having a background in Multifunctional Agriculture. Therefore, this tool aims at facilitating the demanding activity of framing a business.

This document provides guidelines to interpret the rational of the tool, as well as how results return and shall be understood.

2. Foreword

The development of this tool stuck to several principles/assumptions:

- **FRIENDLY** – the evaluator shall be able to go through it by itself, without any preliminary support (PRINCIPLE);
- **UNDERSTANDABLE** – anyone shall be able to understand how results are obtained. This does not mean that anyone is able to properly use it understand results (PRINCIPLE);
- **BACKGROUND** – it is assumed that the end-user holds adequate knowledge on Multifunctional Agriculture to run the tool (ASSUMPTION).

The first version of the tool is an excel version. This version is used by Universities to test the framework and related workflow. The final version will be a website application of the eTOMATO website (<http://www.etomato.eu/>).

3. How to the tool works

The evaluator finds three lists of resources. Each one matches any specific domain of the Multifunctional Agriculture, hereafter unfolded as Rural Tourism, Short Food Supply Chain and Social and Didactic Farming.

AVAILABILITY

The evaluators shall at first assess the resource *availability*. This is likely to reply the following question: “Is the resource AVAILABLE somewhere?”

The possible answers are:

- YES
- NO

ACCESSIBILITY & QUALITY

The next step is to give a score to all resources. The score is an integer number within the range 0-10. It has NO METRICS.

Then, possible answer is one within this set of values: {0, 1, 2, 3, 4, 5, 6, 7, 8, 9, 10}.

What this score measures?

- ACCESSIBILITY
- QUALITY

Evaluating ACCESSIBILITY means understanding whether the farmer is able to get it according to the extent of barrier(s) to obtain it.

This is likely to reply the following questions: *“Can I get the resource somehow? What about the required effort?”*.

There are some key values to consider:

- 0 – it is impossible to overcome the barrier(s);
- 5 – the possibility to access to the resource is dependent on external factors (e.g. loan from bank);
- 10 – resource already owned.

Evaluating QUALITY means understanding the extent of the performance that the resource returns.

This is likely to reply the following questions: *“How much the performance satisfies results? What about customer’ satisfaction?”*

There are some key values to consider:

- 0 – – poor satisfaction (the risk is that we lost with competitors);
- 5 – to be considered to compete (there is no significant difference with competitors)
- 10 – best performance (it confers competitive advantage to the organization).

At the end, the end-user obtains a pair of values that will be plotted on a graph. The resulting scatter plot will return the final output.

4. How to conduct the evaluation

Open the excel file and beforehand fill out the sheet named “Cover Page”.

1st STEP

Now go to the sheet named “Rural Tourism”. You see the list of resources this domain consists of. Then, you read one by one the resources and reply the questions regarding [AVAILABILITY](#) .

According to the answer you will follow up with specific actions that are shown in the **Figure 1 - Actions linked to the AVAILABILITY evaluation****Figure 1**.

Specifically, if the answer is “YES”, you just continue with [2nd step](#).

If the answer is “NO”, the project risks to fail. However, before taking the final decision, you ask yourself the following question: “Is the *not available resource* absolutely necessary?”

Possible answers:

- If the answer is “NO”, then ask yourself “Can this resource be substituted by a similar one?”. Both If the answer is “YES” and “NO”, you continue with the [2nd step](#).
- If the answer is “YES”, then ask yourself “Can this resource be substituted by a similar one?”. In case the answer is “YES”, you continue with the [2nd step](#). By contrast if the answer is “NO”, you shall give up.

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Now replicate this workflow with the other two domains of “Short Food Supply Chain” and “Didactic and Social Farming”.

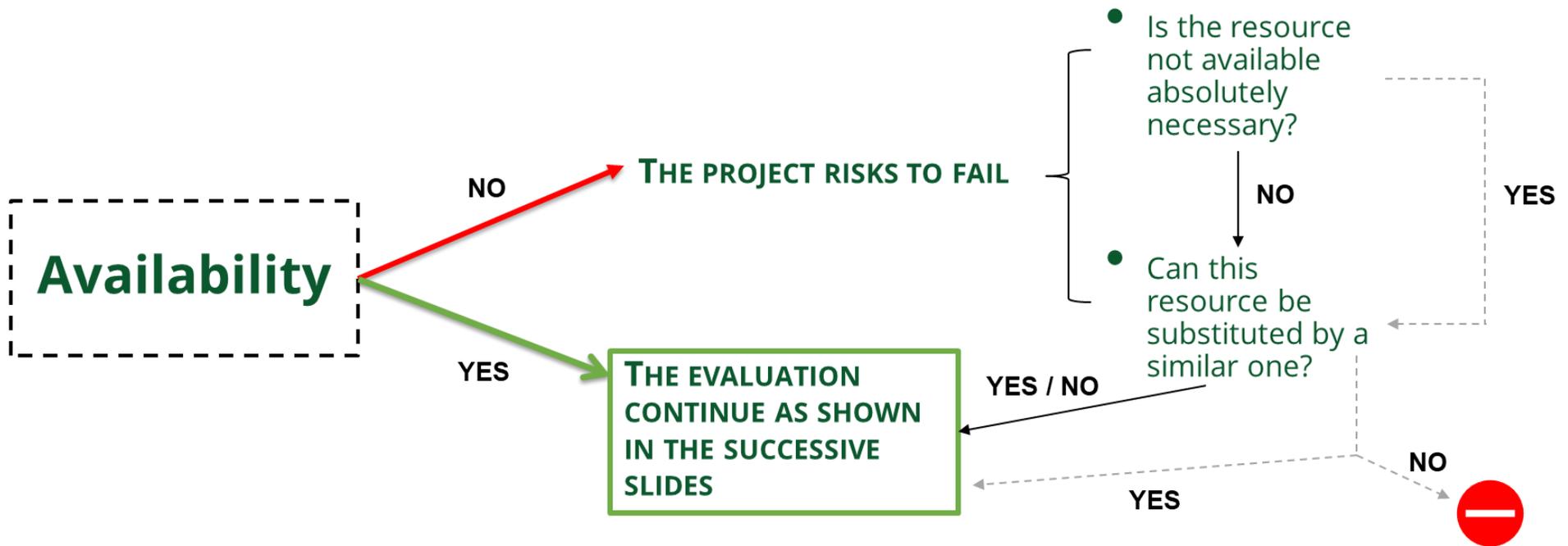


Figure 1 - Actions linked to the AVAILABILITY evaluation

2nd STEP

Now start giving a score to the resources. The score shall be indicated in the two columns named “Quality” and “Accessibility” next to the resource’s list. The pair of resulting values will be automatically plotted in the graph that you see in the excel sheet. At the end of the process, you will have three scatter plots, one by each Multifunctional Agricultural domain. But this issue concerns result interpretation that you will find at the [3rd step](#).

In giving the score, consider what is indicated in the session concerning [“*how this tool works – ACCESSIBILITY & QUALITY*”](#).

Now replicate this workflow with the other two domains of “Short Food Supply Chain” and “Didactic and Social Farming”

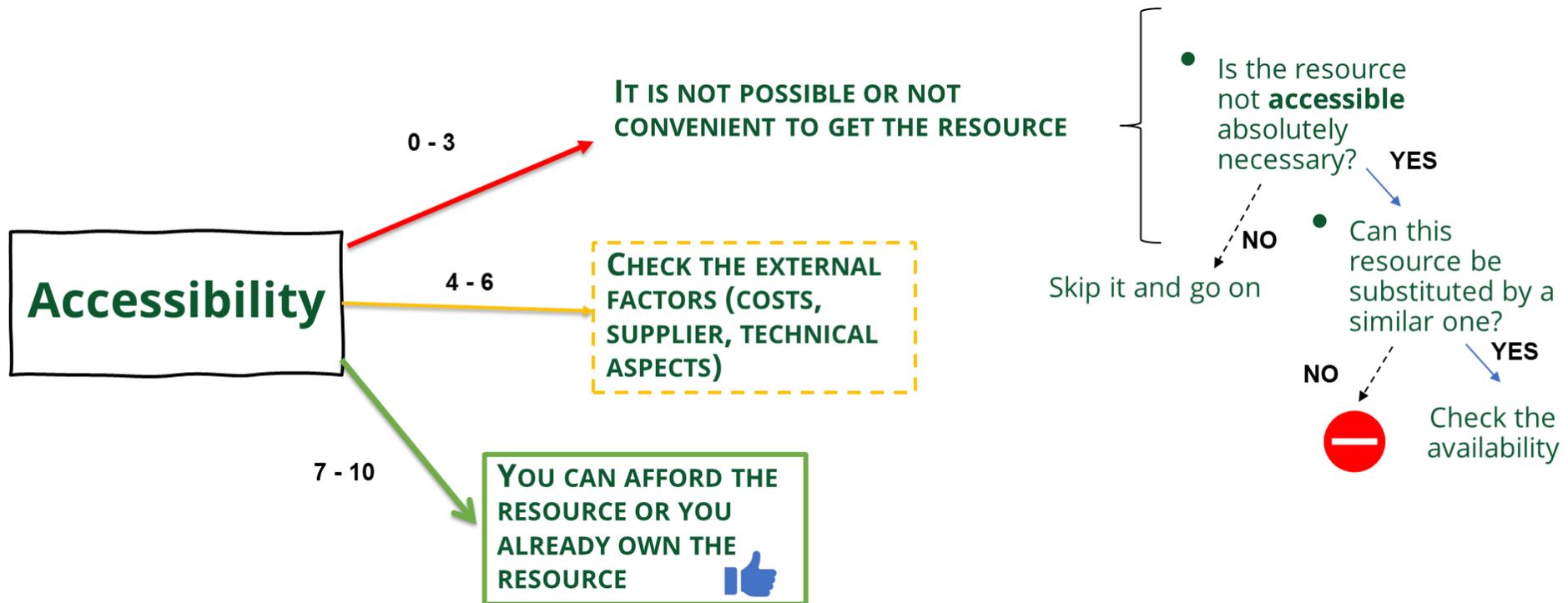


Figure 2 - Actions linked to the ACCESSIBILITY evaluation



Figure 3 - Actions linked to the QUALITY evaluation

3rd STEP – RESULTS INTERPRETATION

You need to comprehend what means being in a Quarter:

- **Quarter I** – resource is **accessible** and of **medium/high quality**, then the project can be implemented
- **Quarter II** – resource is **accessible**, but of **medium/low quality**, so be careful (if the quality is closer to 5, then you can implement the project. If closer to zero you should think to give up)
- **Quarter III** – **low quality** and **low accessibility**, then give up
- **Quarter IV** – **medium/high quality**, while emerged **barrier(s) hindering the access to the resource** (what kind of barrier have you encountered? Are you able to overcome them? – in case of financial constraints, be careful in not exposing too much the organizations with debts. You might ask for a support)

Now you see the scatter plots of three evaluation that you conducted. The results interpretation shall come from the understanding of the four Quarters being in the Figure 4.

You compare them and the scatter plot closer to the QUARTER I will return the domain of Multifunctional Agriculture the assessed farm is closer, then maybe ready to turn it into.

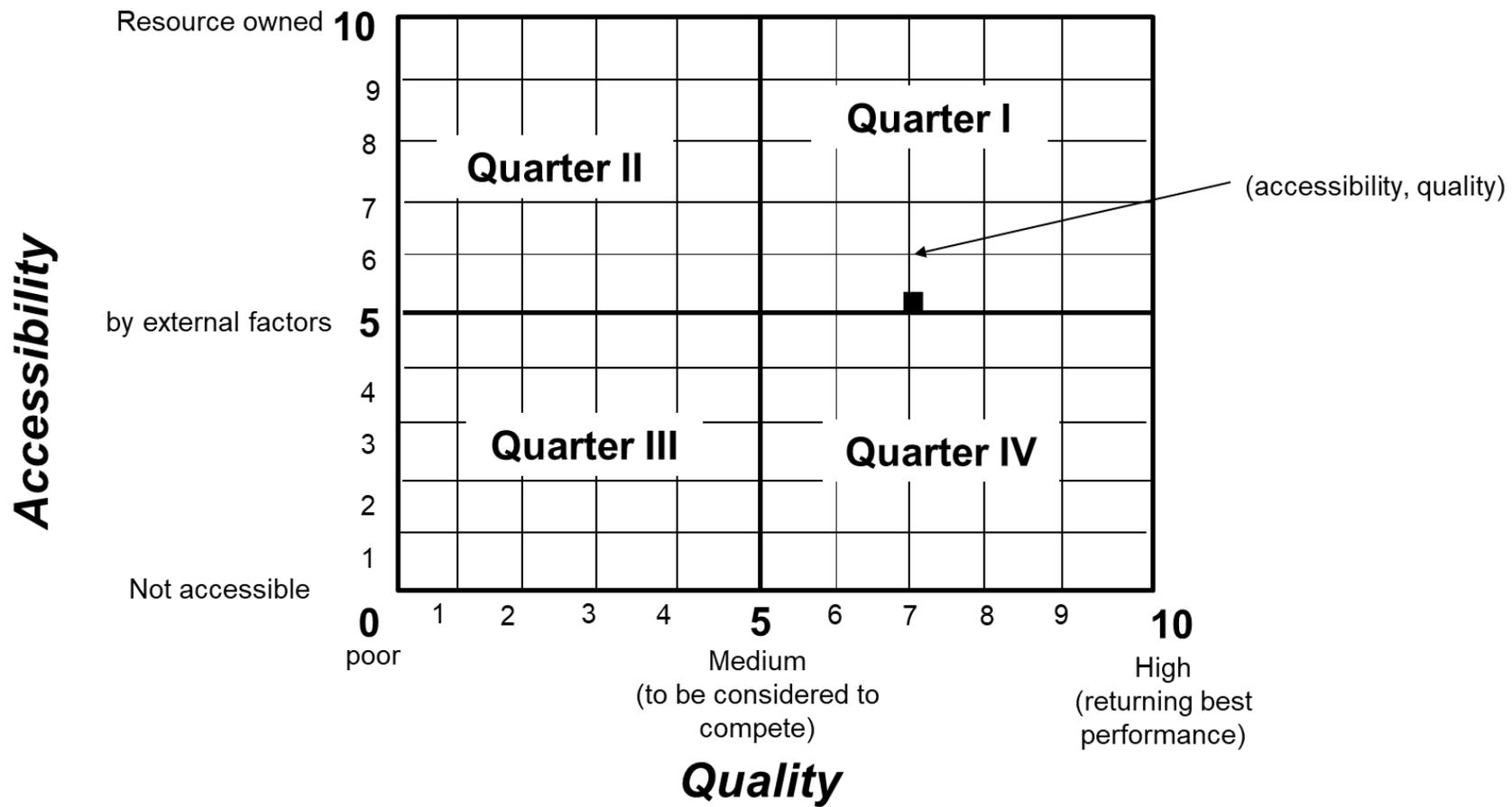


Figure 4 - Scatter plot on the key values' matrix

5. Conclusions

This tool aims at evaluating how much a farm is ready to become multifunctional. The evaluation is conducted on the key resources for Multifunctional Agriculture identified by the eTOMATO partners (multifunctional farms and universities working together). This identification has been performed over three domains: Rural Tourism, Short Food Supply Chain and Social and Didactic Farming. These documents provide the instructions to use the Readiness Tool and deliver a clear interpretation of the results. The workflow is organized in three main steps. In this respect, all logical intuitions behind the workflow have been provided.

6. Recommendation

Be careful in giving a score. Such ability is strongly dependent on your background and the knowledge on Multifunctional Agriculture that you hold. Therefore, if you are not confident with it, you are invited to go through the eTOMATO training course and related teaching material.