



multifunctional Farming for the sustainability of European Agricultural Landscapes

Project N°: 2016- 1- SK01- KA202- 022502



SWOT-ANALYSIS: SUSTAINABLE USE OF REGIONAL SPECIFIC EAL



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Description of the module

Overview: This module offers a SWOT methodology to achieve self-knowledge in relation to factors linked to sustainable agriculture, multifunctionality and agricultural landscape. Based on this knowledge you will be able to develop objectives linked to improve your weaknesses and threats, or take advantage of your strengths and opportunities.

- Learning objectives

Knowledge

- Achieve a self-knowledge of those factors linked to sustainable agriculture, multifunctionality and European Agricultural Landscapes.

Skills

- Develop your capacity for analysis, through a systematic methodology of self-evaluation of factors.
- Develop your strategic capacity, trying to take advantage of your current situation to reach a better future.
- Ability to define objectives and develop them, until you reach the proposed goals.

Attitudes

- Include in any analysis related to your farm any aspects related to sustainability, environment, culture and landscape, as relevant factors offering synergies with your present and potential activities.



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Introduction

The objective of this module is to become aware of aspects related to the landscape, the environment, agriculture and multifunctionality. We know that it is very difficult to establish a generic SWOT analysis for all existing landscapes, productive agricultural activities or for the multifunctional activities linked to them. For this reason, from the lists of factors we are going to detail, we invite you to reflect and make a self-evaluation of what factors have the greatest impact on your specific case concerning the landscape-activity.

Throughout the module we will try to identify what factors affect agriculture, multifunctionality and the environment. From this knowledge, we will try to develop a SWOT analysis in which we define the strengths, threats, weaknesses and opportunities linked to your activity and the framework where your farm is located.

The knowledge of the landscape in which you find yourself will contribute to your farm or agricultural activity project with a series of biological, productive, environmental and cultural characteristics, whose knowledge is fundamental to be able to find synergies between your activity and the landscape in which it is located.



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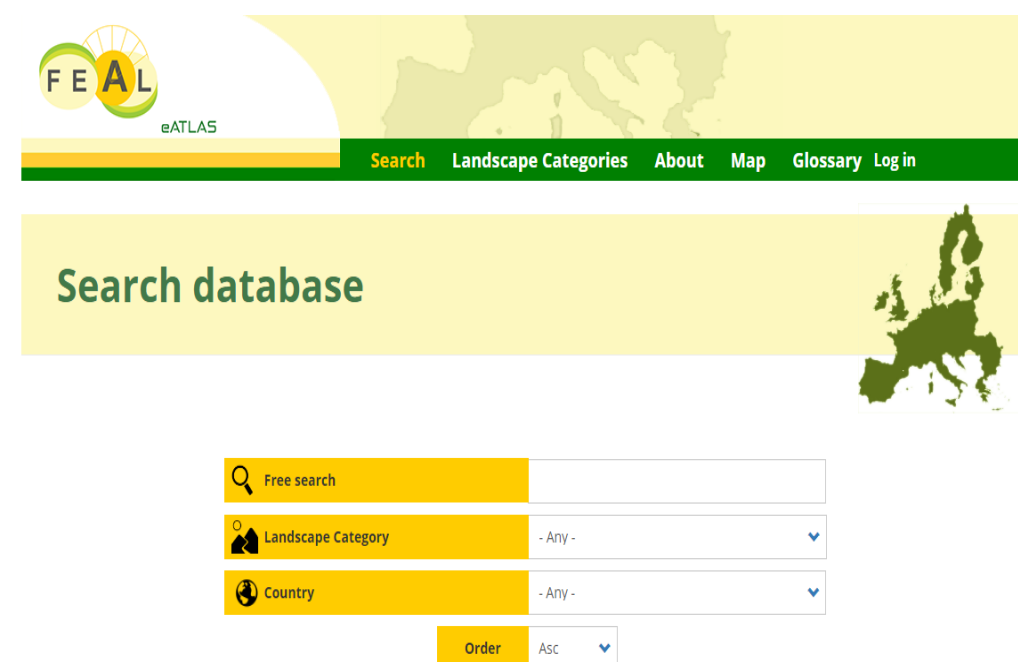


Use E-Atlas as e-learning tool on the diversity of EALs

If you are not aware of what landscape you are in, the FEAL project puts at your disposal an E-atlas of European Agricultural Landscapes (EALs) as an e-learning tool to identify the landscape where you are located.

The E-Atlas on European Agricultural Landscapes (EAL) is a joint effort of the Institute for Research on European Agricultural Landscapes EV (EUCALAND) and FEAL Project.

The aim is to describe EAL, but the e-Atlas will go beyond pure description, collecting data, illustration and knowledge of European culture, cultural heritage, production methods and habits connected to these agricultural landscapes.



feal-future.org/eatlas/en



Using SWOT analyses for strategic planning



- SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats of a business as a farm.
- SWOT identifies the internal and external factors that are favorable or unfavorable to achieve your objectives.
- The identification of SWOT's is essential because subsequent steps in the planning process for achievement can be derived from the SWOT and some goals may have to be revised based on your assessment.



Using SWOT analyses for strategic planning

- Strengths may counterbalance Weaknesses, Opportunities may offset Threats
- Decision makers can use the SWOT to determine whether the objectives (goals) of the farm business are attainable with the current management, capital, etc.
- If the goal is not attainable after comparing to the SWOT, a different goal or adjusted goal should be selected and the process repeated.

Usage of the SWOT:

- The SWOT is particularly helpful in identifying what need to be improved
- To achieve objectives, the SWOT can be used to set goals
- To carry out an internal and external appraisal of the farm business
- To analyze existing strategies for moving the farm through a transition
- To define strategic issues facing farm business
- To develop new/revised strategies, objectives and goals
- To establish critical success factors
- To monitor results, to determine if the farm's goals are being implemented and achieved

Strengths

Weaknesses

Opportunities

Threats



Methodology of Self-Assessment Process

Our final purpose is to identify those internal and external factors that can help us to undertake one or several sustainable agricultural activities, based on the knowledge of the agricultural landscape and the environment. For this we propose the following methodology:

- 1) You will evaluate all aspects throughout the questionnaire of this module in relation to the following:
 - Assessment of the general business environment
 - Agricultural landscape and natural environment
 - Assessment of the tourist attraction
 - Evaluation of sustainable operations
 - Evaluation of multifunctional activities
- 2) With the detailed analysis of the elements proposed in this module you will be able to determine your opportunities, strengths, threats and weaknesses.
- 3) Being able to build your SWOT.
- 4) Set objectives related to the development of new activities or initiatives, or deal with aspects that can be improved
- 5) Achieve your objectives



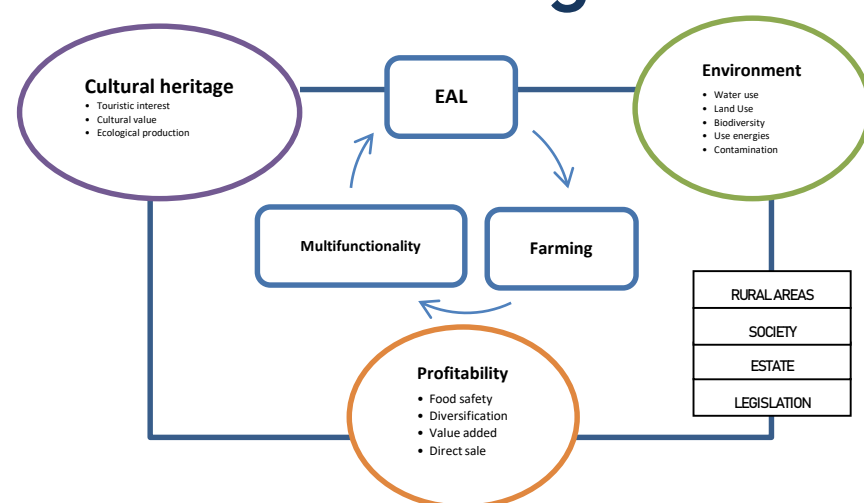
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Methodology of Self-Assessment Process (Work Flow)

Self Knowledge



Questionnaires

Analysis and Evaluation



Goals Setting and Achievement



Self-Assesment: General Framework

A. FOOD SECURITY

1. Production of food for commercialization and consumption
2. Level of reliability in producers
3. Ease of access to food
4. Nutritional balance
5. Diversification of foods, varieties and their origin
6. Relationship between consumers and food producers
7. Food security

	Very Low	Low	Medium	High	Very High
0					

@ <https://applebymall.co.uk/goal-setting-for-your-business/>



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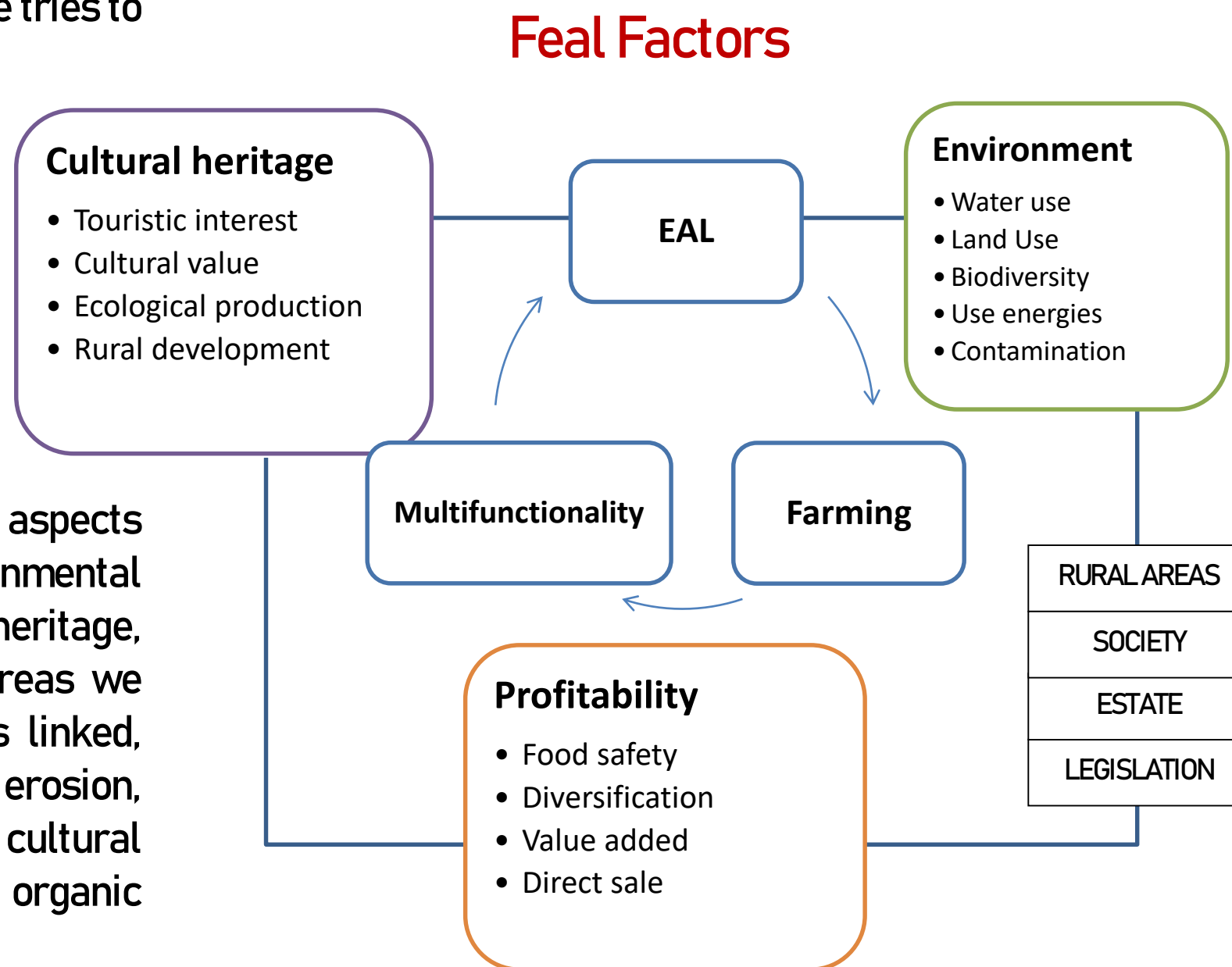


Self-Knowledge: Factors for SWOT analysis

As we said in the introduction, this module tries to identify the factors and variables that affect the FEAL pillars:

1. LANDSCAPE
2. SUSTAINABLE FARMING
3. MULTIFUNCTIONALITY

These three pillars involve multiple aspects related to them such as environmental sustainability, profitability, cultural heritage, legality, etc. And linked to these sub-areas we find a multitude of factors or variables linked, such as the use of water, soil erosion, economic diversification, added value, cultural value, tourist interest, tradition, organic production, direct sale, etc.





Self-Knowledge: Questionnaires

- We will begin your self-assessment process by completing some questions related to:
 1. General business framework
 2. Landscape and natural environment
 3. Multifunctionality (touristic attraction, potential activities)
 4. Sustainable farming (respectful handling)
- Express your degree of agreement (Very High) or disagreement (Very Low) evaluating every aspect.
- Based on your assessment you can mark if each factor constitutes a strength, a weakness, an opportunity or a threat. Remember that the strengths and weaknesses are internal aspects linked to your farm, your activity and your way of managing your business. The opportunities and threats are positive and negative aspects linked to aspects beyond your control.

Self-Assessment: Environmental and Landscape Drivers

A. ENVIRONMENTAL IMPACTS

- A1 Degree of biodiversity
- A2 Degree of desertification
- A3 Level of conservation of natural ecosystems
- A4 Use of aggressive practices with the environment
- A5 Urban solid waste
- A6 Level of introduction of organic production

Very Low
Low
Medium
High
Very High

SWDT



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Self-Knowledge: Questionnaires

- By clicking on the following [link](#) you will have access to an Excel file in which you can evaluate, one by one, many aspects related to FEAL factors. Mark with an "X" the box that you consider appropriate, evaluating your degree of agreement.
- Based on your awareness, you can start considering what aspects of the question are strengths, weaknesses, threats or opportunities. Mark with an "X" the box in the question if each factor constitutes strengths, weaknesses, threats or opportunities.
- When you finish the questions, save the changes, close the file and when you open it again in the SWOT sheet, the factors will appear arranged according to your consideration of them as strengths, weaknesses, opportunities and threats



1. General Framework

- A. Food security
- B. Policies and institutions
- C. Economic development
- D. Reduction of poverty and equity
- E. Social cohesion
- F. Protection of the environment
- G. Science, technology and knowledge
- H. Ordination of land resources

2. Environmental and Landscape Drivers

- A. Environmental impacts
- B. Land and water usage
- C. Environmental awareness and landscape
- D. Landscape and multifunctionality enablers

3. Attributes of Multifunctional Activity

- A. Alternative activities
- B. Touristic attraction

4. Sustainable Farming Dimensions

- A. Economic function
- B. Social function
- C. Environmental function



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2.0 Goals: What is a goal?

A goal is the object of a person's ambition or effort; an aim or desired result. A goal is not the same as a task. The goal is the aim and the task is what needs to be done to achieve it. Targeting is to be willing to achieve the objectives, gathering the available resources, putting the mind in them to print purpose and direction to the tasks necessary to achieve them.

The opposite of setting goals is to think about problems. It is obvious that we must consider the problems that can hinder the achievement of objectives, once the possible options have been analyzed and considered and the action to be undertaken has been decided, the problems are only those stages to overcome in order to reach the goal.

Setting goals has the effect of shifting toward positive thinking. We must change how we ask ourselves questions. Instead of thinking, what has gone wrong, let's think what do I want? And what will I do to achieve it? Once the problem is defined, the next step is to solve it in the planned manner.



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2.0 Setting of goals



career.uconn.edu/blog/2016/10/20/developing-long-term-career-goals/

1. S-Specific: is the objective clear? Is it clear what we exactly mean?

Ambiguity has never served in setting good goals, being specific allows us to reduce grey areas and maintain our focus during the process. It is important to be clear about "why" you want to meet that goal, the "where" and "what" being the required elements.

Example:

I want to improve the structure of my soil (Not SMART).

I want to improve the structure of my soil in the next five years using natural fertilizer that increases organic matter, facilitating the retention of water and nutrients. (Yes, that is SMART).



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2.0 Setting of goals



2. M-Measurable : how will we know if we have achieved it? How will we measure our success? Peter Drucker said "What is not measured is not improved", therefore establishing an indicator of success in our objectives will allow us to know how close we are to the final result. When the goal is not quantifiable, the success indicator can be established in another way.

Example:

I want to increase the income of my farm (Not SMART).

I want to increase my income by 25% selling directly to consumers. (Yes, that is SMART).

3. A- Attainable: is it possible to achieve this goal? What do we need to make it attainable? In considering whether a goal is achievable and realistic we can identify what kind of skills, attitudes or other resources we need to meet them.

Example:

I want to prevent the erosion of my soil and increase biodiversity (Not SMART). I want to prevent the erosion of my soil and increase biodiversity, keeping plant coverage that I know are adapted to my environment, rotating them every year. (Yes, that is SMART).



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2.0 Setting of goals



4. R -Relevant : Does it deliver wider priorities? Is it worth doing? Meaning that it is related to a vision or a master plan in either life or business.

Example:

I want to improve the farm (Not SMART).

I want to improve my farm with investments that guarantee me the availability of water obtained in a sustainable way from rain. (Yes, that is SMART).

5. T -Time Bound- (In a time frame with a deadline): by when are we going to achieve this. If we do not set a time limit our tasks and projects can be extended indefinitely. Setting a timescale provides focus and urgency, clarifying when you intend to achieve the objective. The objective has a deadline and is therefore more than just a wish!

In addition, the objectives should be established positively, so that they are seen as facts already consummated.

Example:

I do not want to lose more money on the farm (Not Positive).

I want to make my farm sustainable through new activities that take better advantage of my environment. (Yes, that is Positive)



2.0 Achievement of goals

After the definition of objectives, it is necessary to evaluate the implications of achieving it, consider what we will need to achieve them and define an action plan with tasks that make it possible.

1. Identification of benefits and beneficiaries

Whatever the field in which the goals are established, there will always be benefits and there will always be someone who obtains these benefits, perfect if they are generals, but if they are particular, they must be identified and listed so that they can be made known, not only to those who will benefit but to the family as a whole.

2. Setting Time Limits

It is appropriate to elaborate chronograms that allow to divide the objective into small pieces, thus closing the possibility of feeling that the final objective cannot be achieved, since it will be working in the day to day to achieve objectives smaller than summed will allow to achieve the more important.



2.0 Achievement of goals

3. Identification of major obstacles

If you want to achieve goals then you have to know what are the possible problems that can be arise on the way to their achievement, otherwise you cannot make plans or advance the strategies to solve them. "Each problem carries within itself the seed of its own solution".

Stanley Arnold

4. Identification of the skills and knowledge required

Since you know the problems to be faced, it is necessary to determine what skills and knowledge will have to be possessed by those who develop the project. You do not have to be an expert in all areas, what you have to have is the ability to find the information you need and the ability to identify what skills and knowledge are required and who has those skills and knowledge.

5. Identification of individuals, groups, organizations and companies with whom to work

If you go to the right people, you will find the right solution.



2.0 Achievement of goals

6. Developing the Action Plan

Goals will not be achieved simply by determining them specifically or knowing the barriers to cross. They will be achieved if a judicious action plan is executed parallel to a schedule. Many of the tasks will be divided into these steps and will become small objectives.

The plan of action is daily work under conditions of prior planning contemplated from the tasks to be developed (what), the time you will dedicate (when), the people who will execute them (who), and the contingencies that may be presented and their possible solutions.



bestcadtips.com/transitioning-a-firm-from-autocad-to-revit/from-point-a-to-point-b/



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2.0 Achievement of goals

GROW Model

In coaching there is a model that can help you develop and reach your goals: the GROW model. Through certain questions you can explore the different stages to reach your goals.

G _{oal}	Set your SMART goal	What outcome do you want from this process? How do you feel this process will help you? Will this be sufficient to cover the points you need to cover? What would it take for this process to be a success?
R _{eality}	Assess your present situation	How is the current situation? Can you use specific examples? What happens/happened when you ...? Are there times when it is different? What do you want to change about the way you...?
O _{ptions}	Define possible courses of action	How could the situation change? How could you improve the situation? What have you tried so far? What can you learn from others? Can you provide some specific options for action? Are you aware of the possible downsides to those options? Which of these suggested options would you like to try? Who can help you? Who achieved it before?
W _{ill}	Commit to them	How can you put appropriate options into action? Are you aware of any obstacles to these actions? What is the first step? What specifically will you do? What further support do you need? Does your family offer support for change? Who do you need to tell/ask? How will we know when you have achieved this?



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Conclusions

The development of a critical spirit facilitates any analysis. You must be open to consider that there are alternative ways of doing things, knowing what is your situation will help you to improve.

In the module we build a methodology based on the well-known SWOT analysis. Knowing your strengths, weaknesses, opportunities and threats will allow you to develop initiatives aimed at solving or taking advantage of your circumstances.

The use of a closed questionnaire will help you to evaluate those aspects related to sustainable agriculture, multifunctionality, agrarian landscape, society, culture, etc. linked to your current activities.

Depending on your entrepreneurial character, your ability to analyze and develop new ideas, the factors presented in the questions and their evaluation, can help you to obtain inputs to set business objectives and achieve them.



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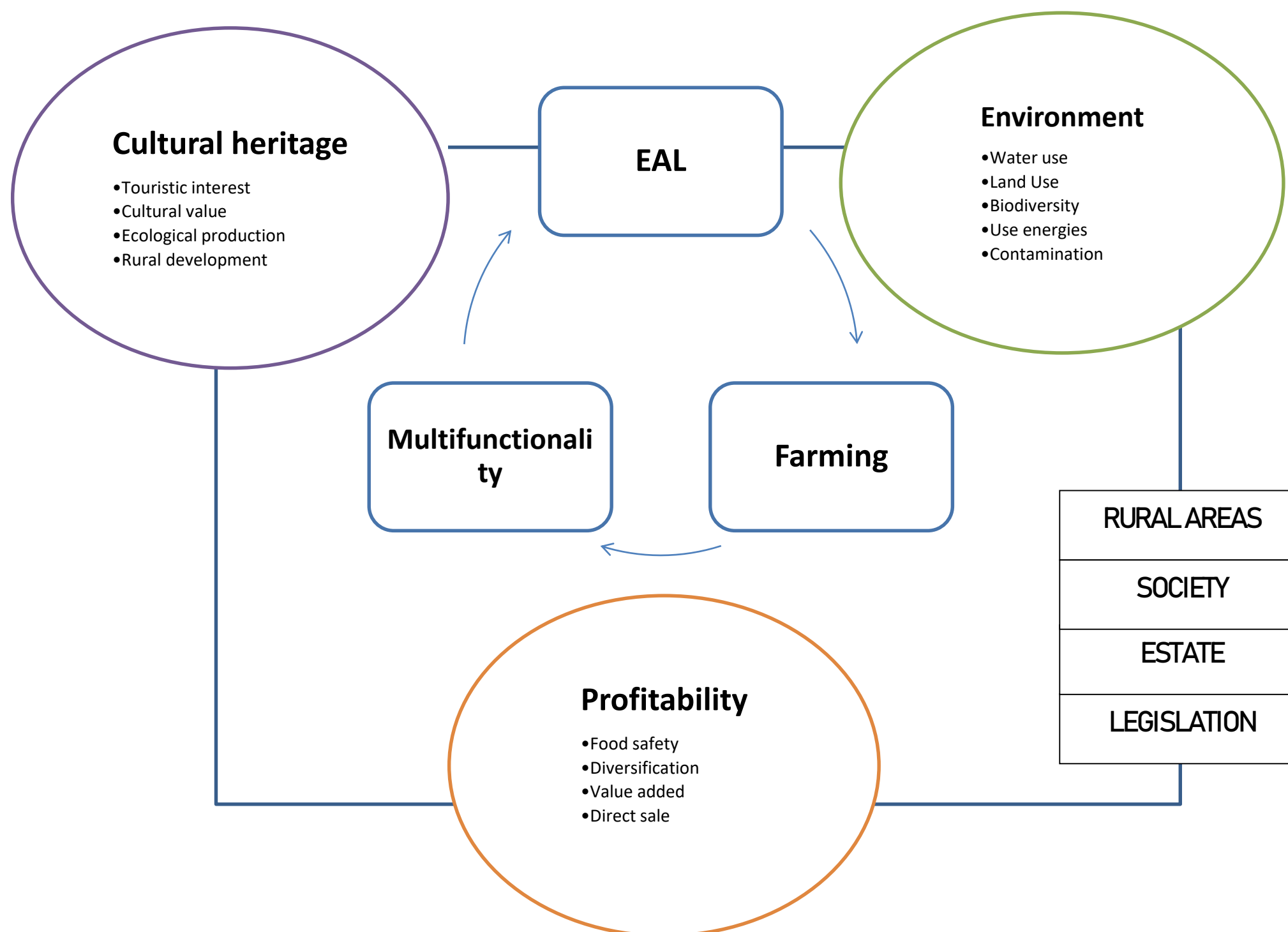


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Appendix: Factors for SWOT analysis (Graph)





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Strengths

Weaknesses

Opportunities

Threats