**EXERCISE 13A. VISIONING**

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| *OBJECTIVE***After this exercise the participants will be able to:*** Set a desired future for their enterprise
* Identify the steps they need to take to reach this desired situation
 |
| *EQUIPMENT NEEDED** Flip chart, marker pens
 | *EXPECTED OUTPUTS** A long-term goal for the enterprise, and a series of concrete steps to achieve this goal.
 |
| *TIME** 2 hours
 | *PREPARATION** None
 |

*Through visioning, the farmers imagine what they would like their enterprise to be like in the long term, then decide what steps to take in the short term to achieve this.*

*SUGGESTED PROCEDURE:*

1. Ask the farmers to summarize their current production situation (type and amount of product produced), their postharvest handling (drying, storage, packaging) and marketing activities (buyers, sales agreements), and the business services (input suppliers, microfinance institutions, etc.) they currently use. Summarize these on a sheet of paper under the headings “production,” “postharvest,” “marketing,” and “business services.”
2. Ask the farmers to imagine what they would like their enterprise to be like in the long term, in 10 or 15 years’ time. What will they be producing? How much of the product, and at what price? How will they be producing it? How will they market it, and who will they sell it to? List these goals on a second sheet of paper under the same headings.
3. Ask them to think of the long-term activities the will need to do in order to reach this goal. For example, will they need to bring more land into cultivation? Install irrigation? Expand the group membership? Build a processing shed or storage warehouse? Get a loan from the bank? List these activities on another sheet of paper.
4. Ask the farmers to repeat this exercise, but this time think of activities in the medium term– say, 5 years from now. Get them to be more specific and realistic about their suggestions. Their suggestions should lead them towards the long-term goals they have just set out. Record their answers on another sheet of paper.
5. Now ask them to repeat the exercise for short- term activities, to do in the next year or production cycle. This time they should be very specific and realistic about what activities they will undertake, who will do what and when, and what types of support they will need. Record their ideas on another sheet of paper.
6. Mark which activities they can do themselves with their existing resources, and which will require external support.
7. Summarize the results of the discussions and notes in Table 47.

*QUESTIONS TO STIMULATE DISCUSSION*

**Production**

* What area of land will each farmer plant? How many animals will each farmer keep?
* What tools and equipment will we use?
* When do we need to plant crops (or breed animals)?
* What management practices do we need to change: seed type, variety, planting density, weeding methods, fertilizer application, irrigation usage, etc.? For livestock, what are the breeding, feeding, veterinary care and housing we need?
* How will we monitor production to make sure we get the right amounts and quality?

**Postharvest handling**

* How will we harvest the product? When? Who will do the harvesting?
* How will we store the product? What facilities will we need?
* How will we sort grade, package and label the product?

**Marketing**

* How will we identify buyers? How will we market the product? Who will negotiate on behalf of the group?
* What transport will we need? What will the delivery schedule be?
* What price range will we negotiate for? What should the payment terms be? Do we need a bank account? Who will be the signatories for the account?
* How will the money be shared in the group?
* How much of the profit will we invest, and what will we invest in? How will we save money in order to invest?

**Business development services**

* What business services will we need? input sup- plies, technical advice, financial services, marketing services, transport, etc.?
* Which services are the most important?
* Which services need to be strengthened?
* Which services do we need to pay for? How will we pay for them?

TABLE 47. FORM FOR CONVERTING A LONG-TERM VISION INTO SHORT-TERM ACTION

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| --- | --- |
| **CURRENT SITUATION SHORT-TERM ACTIVITIES MEDIUM-TERM ACTIVITIES LONG-TERM ACTIVITIES** | **LONG-TERM GOAL** |
|  | **Where we are now** | **In next year** | **In next 5 years** | **In next 10–15 years** | **Where we want to be in 10–15 years** |
| **Production** |  |  |  |  |  |
| **Postharvest** |  |  |  |  |  |
| **Marketing** |  |  |  |  |  |
| **Business services** |  |  |  |  |  |

