**EXERCISE 4B. VISIONING**

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| *OBJECTIVE*  **After this exercise the participants will be able to:**   * Enable the group to identify the future it wants * Identify the steps the members need to take to reach this desired situation. | |
| *EQUIPMENT NEEDED*   * Large sheets of paper, 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 |

In this exercise, community members imagine what they would like to achieve in the long term, then decide what to do in the short term to achieve this. The guidelines below are for a production and marketing group; adapt the questions for other types of groups or entry points. Men and women, and different segments of the community, may have different ideas, so consider repeating this exercise with separate groups to capture their opinions.

*SUGGESTED PROCEDURE*

* 1. Ask the participants to think about their current situation, then draw a picture that shows it. Summarize the ideas on a large sheet of paper under the headings “food security”, “production,” “postharvest,” “marketing,” etc.
  2. Ask the participants to imagine what they would like their situation to be in the **long term**: in 10 years’ time. List these goals on a second sheet under the same headings.
  3. Ask them to think of the **long-term activities** they will need to do in order to reach this goal. Will they need to bring more land into cultivation? Install irrigation? Build a processing shed or warehouse? Get a bank loan? List these activities on another sheet.
  4. Repeat this step, but this time for **activities in the medium term:** in 5 years. Ask them to be more specific and realistic about their suggestions. The suggestions should lead towards the long-term goals they have just set out. Record the answers on another sheet.
  5. Now repeat the exercise for **short-term activities** to do in the next year or season. This time they should be very specific about what activities to undertake, who will do what and when, and what support they will need. Record their ideas on another sheet.
  6. Mark which activities they can do themselves, and which will require external support.
  7. Summarize the results of the discussions and notes in Table 10.

*QUESTIONS TO STIMULATE DISCUSSION*

* What is the group’s vision?
* What can they achieve within a 2 or 5 year time- frame?
* How can they get from where they are now to where they want to be?
* What assets and knowledge do they need to achieve their goals?
* What skills do they have already?
* What are their first, most critical priorities?

## 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 produce? 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 supplies, 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?