**EXERCISE 4C. VISIONING**

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| --- | --- |
| *OBJECTIVE*  **After this exercise the participants will be able to:**   * Describe the future they desire for their community group * Identify the steps they 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 |

Visioning asks community members to imagine what they would like to achieve in the long term, then decide what steps to take in the short term to achieve their goals.

*SUGGESTED PROCEDURE*

1. Ask the farmers to summarize their **current production situation** (types and amount of product produced) and their key challenges. See the list of questions below for ideas on what to ask.
2. Ask the farmers about their key challenges they face in the areas of organizing as a group, production, gaining access to finance, marketing, and learning about new technologies.
3. Ask the farmers to imagine what they would like their farming enterprise to be like in the **long term**, in 10 or 15 years’ time. What will they be producing? How much of the product? How will they be producing it? How will they finance their work and market the output? Who will buy their produce? How will their incomes change? List these goals on a second sheet of paper under the same headings.
4. Ask the farmers to imagine what they would like their farming enterprise to be like in the **long term**, in 10 or 15 years’ time. What will they be producing? How much of the product? How will they be producing it? How will they finance their work and market the output? Who will buy their produce? How will their incomes change? List these goals on a second sheet of paper under the same headings.
5. Ask the farmers to repeat this exercise, but this time to think of **activities in the medium term**– 5 years from now. Ask 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.
6. Now ask them to repeat the exercise for **short-term activities**, to do in the next year or the next 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.
7. Mark which activities they can do themselves with their existing resources, and which will require external support.
8. Summarize the results of the discussions and notes (see Table 5).

*QUESTIONS TO STIMULATE DISCUSSION*

These questions are about the current situation. You can rephrase them to ask about the future. These questions should be asked to both men and women farmers and recorded by gender. The number of male and female farmers asked should represent the proportion of male and female farmers in the population.

# Groups

* Are the farmers already in groups to produce and sell key crops or livestock products?
* Are there any savings groups in the village?
* What groups are in the village?
* How many of the participants are members of these groups?

# Production

* What is his/her most important food crop or type of livestock?
* What area of land does each farmer usually plant? How many animals does each farmer keep?
* What are the main management practices that farmers use to produce this crop or animal?

# Finance

* Do you get a loan to produce your main crops? (These should be answered based on the individual and not a perception of the village)
* If yes, where do they get these loans?
* Do farmers save? If yes, as individuals or groups?

# Marketing

* How do they identify buyers? How do they market the product? Who negotiates prices and delivery details?
* What transport do they use? What is the delivery schedule?
* What price range do we negotiate for? What are the payment terms? Do they have a bank account? Who are the signatories for the account?
* What happens to the money? If they form a group, how will it be shared?
* How much of the profit do they invest, and what in? How do they save money to invest?

# Innovation

* Has there been any new equipment, support or technologies that have really helped the farmers to improve their production in the last 5 years? (such as mobile phones, mobile money, loan operators, new varieties, NGOs providing support, new government initiatives)
* Do farmers test new technologies to increase their production?
* If yes, where do they get these new technologies?

TABLE 5 FORM FOR CONVERTING A LONG-TERM VISION INTO SHORT-TERM ACTION

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INTRODUCTION TO SMART SKILLS FOR RURAL DEVELOPMENT

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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** |
| **Groups** |  |  |  |  |  |
| **Production** |  |  |  |  |  |
| **Finance** |  |  |  |  |  |
| **Marketing** |  |  |  |  |  |
| **Innovation** |  |  |  |  |  |