

## Quiz and Evaluation and Closing (16:15–16:45)

### Knowledge Quiz (10 min)

Distribute a short quiz or conduct it verbally. This assesses key takeaways and reinforces learning in a fun way. For example, a mix of multiple-choice and short answer:

1. *Which of the following is an external factor in SWOT? (a) Farm's soil quality, (b) Farmer's knowledge, (c) Market price of products, (d) Equipment condition.*

**Answer:** (c) Market price (external opportunity/threat) – (a), (b), (d) are internal. (This tests understanding of SWOT internal vs external).

2. *What does SMART stand for in goal setting?*

**Answer:** Specific, Measurable, Achievable, Relevant, Time-bound.

3. *Name one method to identify opportunities and threats in the business environment. **Answer:** PESTEL analysis (scanning Political, Economic, Social, Technological, Environmental, Legal factors). Other acceptable: market research, trend analysis.*

4. *Give one example of a risk mitigation strategy for weather risk in agroforestry. **Answer:** Possible answers – irrigation system to mitigate drought, diversifying crops/species to avoid total loss, insurance coverage for crop failure, planting windbreaks to reduce storm damage.*

5. *True or False: A strategic plan should never be changed once it is in implementation. **Answer:** False – it should be reviewed and can be adapted if conditions change.*

6. *What is one key reason to communicate a strategic plan to all farm staff or cooperative members?*

**Answer:** To ensure everyone understands the vision and their role in it, gaining buy-in and coordinated action. It aligns efforts and improves implementation success.

7. *As an advisor, list one good question to ask when helping a client formulate a vision. **Answer:** Example: "What do you want your farm/business to look like in 10 years?" or "What impact do you want to have on your community/environment in the long run?"*

8. *Which tool would you use to organize the timeline of activities for implementing a strategy?*

**Answer:** A Gantt chart or an action plan schedule.

9. *How can advisors involve stakeholders in the strategy process?*

**Answer:** By facilitating stakeholder workshops, seeking input through meetings or surveys, using participatory decision-making tools, and maintaining open communication channels throughout the process.

10. *What does SWOT stand for and why is it useful?*

**Answer:** Strengths, Weaknesses, Opportunities, Threats – it's a tool to assess internal and external factors affecting the business, helping to inform strategy by leveraging strengths/opportunities and addressing weaknesses/threats.

(Reward correct answers with a simple praise or perhaps a small prize if available to make it fun, depending on your budget!)



### Participant Evaluation (5 min)

Encourage participants to share feedback on the workshop and what they plan to do next with their new skills. Perhaps ask verbally: *“What is one thing you will do differently in your advisory work after this training?”* to get a few responses.

### Closing (10 min)

Thank the advisor participants for their engagement. Reiterate the importance of their role: *“By helping businesses think and act strategically, you’re multiplying the impact of agroforestry – making these operations more resilient, innovative, and successful. You are key players in the sustainable future of agriculture.”* Provide any final resources (the reference list, toolkit links). Hand out certificates of completion if appropriate. End on an encouraging note: offer ongoing support (maybe through a network or email group – for example: *“We’ll add you all to an advisors network where you can continue sharing experiences. Encourage to engage with the AF4EU website”*).

**Tip for Success:** It is always advisable to close with a call to action, for example: *“Strategy is not about predicting the future, it’s about preparing for the future. As advisors, you’re giving farmers the tools to prepare for whatever comes and to create the future they want.”*

## Conclusion for Extension Advisors

- This module has explored how agroforestry advisors can support businesses in developing and implementing effective strategies. From shaping a clear vision and setting strategic targets, to analysing the business environment, managing risks, and supporting implementation, participants have engaged with practical tools and real-world examples to strengthen their advisory approach.
- A key message throughout is the importance of the advisor as a facilitator—guiding the process, engaging stakeholders, and enabling clients to make informed decisions about their future. Strategic planning is not a one-off activity, but an ongoing cycle of reflection, action, and adaptation. Strong communication, participatory approaches, and regular monitoring are essential to ensure strategies remain relevant and effective.
- By applying these tools and approaches, advisors can help agroforestry businesses become more resilient, innovative, and better prepared to respond to changing conditions. The skills developed in this module contribute to strengthening both individual enterprises and the wider agroforestry sector