**EXERCISE 16. PREPARING AN IMPLEMENTATION PLAN**

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| *OBJECTIVE*  **After this exercise the participants will be able to:**   * Write an implementation plan based on the group’s business plan. | |
| *EQUIPMENT NEEDED*   * Large sheets of paper, marker pens | *EXPECTED OUTPUTS*   * A completed implementation plan for the group. |
| *TIME*   * 1-2 days (Note: this will take longer the first time a group develops an implementation plan. Less time will be needed for plans developed in the future.) | *PREPARATION*   * The completed business plan. |

*This exercise enables farmers to develop an implementation plan based on their business plan.*

*As with the business plan, make sure that the farmers do as much of the work as possible so they learn how to put together an implementation plan.*

*SUGGESTED PROCEDURE:*

1. Explain to the group that they are going to plan the detailed activities for their enterprise. Remind them if necessary of the general business plan and the targets it sets (amount of produce, timing of delivery, quality standards, etc.). Write these targets on a large piece of paper for all to see.
2. It is probably easiest for the group to think first about the production stage, since that is what they are most familiar with. Ask them to list the activities they will need to do during this stage: such as land preparation, sowing, fertilization, weeding, etc. On another large sheet of paper, draw a table like Table 74 and write their responses in the left-hand column.
3. For each activity, ask who will be responsible for doing the task.

* Some activities will be done by particular individuals, such as the marketing coordinator or the group secretary. In this case, write their names in the “Who” column.
* Other activities (such as working on their own land) will be done separately by individual members. In this case, write “individual members” in the “Who” column.
* A third type of activities will be done by some or all of the members working together. In this case, write “group” or the name of the sub-group (e.g., “Production Committee”) in the “Who” column.

Make sure that everyone agrees to be responsible for the tasks they have been assigned.

1. For each activity, ask when it should begin and be completed. Put this information in the “When” column.
2. Assign a person in the farmer group to check on each of these activities, at group meetings, but also in the field, so that there are no surprises.
3. Ask if any tasks have been completed already. Put a tick or write the date in the “Completed” column.
4. Repeat Steps 2–5 for the pre-production, post- harvest and marketing stages. Use more sheets of paper if necessary.
5. Encourage discussion of the various tasks and responsibilities so you are sure that everyone understands what they must do, and when to do it.
6. Transfer the finished plan onto a smaller sheet of paper (a computer is useful for this), and put the large sheets of paper on the wall to remind people of their commitments.
7. Encourage the group to use the plan at each of their regular meetings to remind members of upcoming tasks and to check what has been done. They can use the “Completed” column to keep track of progress.

TABLE 74. FORM FOR IMPLEMENTATION PLAN

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| **WHAT** | **WHO** | **WHEN** | **COMPLETED** |
| **Pre-production** |  |  |  |
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| **Production** |  |  |  |
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| **Postharvest** |  |  |  |
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| **Marketing** |  |  |  |
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