



A 5-Year Work Plan for PISAgro

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10 top reasons why the Board could want a Business Plan

- ▶ A good way to set priorities (deciding what is “nice” and what is essential to PISAgro’s “survival”)
- ▶ Develops consensus among Board members on what needs to get done and when
- ▶ A way to “push away” unwanted and ad-hoc proposals that you don’t want to do
- ▶ Gives the Secretariat an agenda and fosters accountability to achieve targets without constant oversight
- ▶ Creates transparency with membership base and make it easier for them to engage in activities



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10 top reasons why the Board could want a Business Plan

- ▶ It puts PISAgro in the “lead” among your sister organizations in Vietnam, Philippines, Cambodia etc.
- ▶ It highlights to GoI what your plans are and identifies where you are seeking their partnership
- ▶ It can attract more donations for “special projects” from other businesses and bi-lateral donors
- ▶ Sets the levels expectations among members of what is feasible from PISAgro and what is not
- ▶ It should result in a higher performance level for the organization



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5 Downside “risks” that can come out of the process

- ▶ If it is overambitious and “falls flat” the organization looks bad
- ▶ It reduces the Board’s “wiggle room” to do just what it wants and when
- ▶ By being transparent, members can openly question the rationale of some of the plan’s activities
- ▶ The GoI might be disappointed and the plans may not meet their expectations
- ▶ Some members may feel left out if their priorities are not included



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What is the “offer” on the table now?

- ▶ Experienced personnel to facilitate the planning process but ... the leadership is PISAgro’s and the results are yours
- ▶ A preliminary concept for a process as described in the “ToRs” that you have all read
- ▶ Strict confidentiality until the plan is presented to a general meeting



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What is the Board's commitment to this process?

- ▶ Full time engagement of most of your Secretariat personnel during the plan's preparation (10-14 days)
- ▶ Hotel and meals for 1 external consultant for up to 10 days (suggested to be co-financed with Grow Asia)
- ▶ The nomination of an Executive Committee to accompany the process on behalf of the Board
- ▶ Communicating the Plan to the membership of PISAgro
- ▶ Willingness to implement core elements of the Plan

