



IMPROVE BUSINESS PRACTICE

NTQF LEVEL -III

LEARNING GUIDE -76

UNIT OF COMPETENCE: -	IMPROVE BUSINESS PRACTICE
MODULE TITLE: -	IMPROVING BUSINESS PRACTICE
LG CODE:	HLT MLT M015 LO6-LG-76
TTLM CODE:	HLT MLT TTLM 0919V1

LO5: Implement and monitor plans



Instruction Sheet

Learning Guide 76

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Monitor implementation
- Develop implementation plan
- Relevant stakeholders

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to –

- Develop implementation plan in consultation with all relevant stakeholders
- Agree success indicators of the plan
- Monitor Implementation against agreed indicators
- Adjust implementation as required

Learning Instructions

1. Read the information written in the “Information Sheets”.
2. If you earned a satisfactory evaluation proceed to next module. However, if your rating is unsatisfactory, see your teacher for further instructions.
3. Read the “Operation Sheet” and try to understand the procedures discussed.
4. Practice the steps or procedures as illustrated in the operation sheet. Go to your teacher if you need clarification or you want answers to your questions or you need assistance in understanding a particular step or procedure
5. Do the “LAP test” (if you are ready). Request your teacher to evaluate your performance and outputs. Your teacher will give you



feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advise you on additional work. But if satisfactory you can proceed to the next Learning Guide.

Information sheet 1	Relevant stakeholders
---------------------	-----------------------

6.1. Relevant stakeholders

For projects that have environmental and social impacts, consultation will not be a single conversation but a series of opportunities create understanding about the project among those it will likely affect or interest, and to learn how these external parties view the project and its attendant risks, impacts, opportunities, and mitigation measures. Listening to stakeholder concerns and feedback can be a valuable source of information that can improve project design and outcomes and help a company to identify and control external risks. It can also form the basis for future collaboration and partnerships. For stakeholders, a company's consultation process is an opportunity to get information, as well as to educate company staff about the local context in which a project will take place, to raise issues and concerns, ask questions, and potentially help shape the project by making suggestions for the company to consider and respond to.

FIVE STEPS FOR ITERATIVE CONSULTATION

The iterative nature of the consultation process is essential. Regardless of what stage of the project consultation is taking place, the basic steps in the process will essentially remain the same and can be repeated as needed over the life of the project.

1. Plan ahead

Before beginning a stakeholder consultation process, it is useful to think about who needs to be consulted, over what topics, and for what purpose? Getting clear



answers for these questions up front can save you time, reduce costs, and help keep expectations in check. For projects with multiple stakeholder groups and issues, preparing a more formal Stakeholder Engagement Plan in advance

■ **Requirements** – Are there requirements for consultation that need to be met at this stage of the process? These may be legal or regulatory requirements, internal corporate policy requirements or conditions of the lenders or shareholders.

■ **Stakeholders** – Who are the key stakeholder groups that need to be consulted during this phase of the project? What are the likely issues that they will wish to discuss? What are their interests and why?

■ **Scoping of priority issues** – Are there any high risk groups or issues requiring special attention at this stage? Are there vulnerable groups in the project area or topics that are particularly sensitive or controversial? Advance planning may be required to tailor the consultation specifically to these needs.

■ **Techniques** – Which techniques and methods will be most effective in communicating with the different stakeholder groups? Traditional or customary means of consultation and decision-making may be relevant here. Consider using participatory methodologies where appropriate and engaging skilled practitioners to facilitate the process.

• **Responsibilities** – Who within the company (or externally) is responsible for what activities? Are timetables, responsibilities and lines of reporting for consultation activities clear?

• **Documentation** – How will the results of the process be captured, recorded, tracked, and disseminated?

Agreed indicators of success of the plan

Planning is mandatory for business success. Fail to plan and you plan to fail.



Planning is difficult because there is no immediate feedback as to its value. But if you think of starting and operating your business in the same way you might think about climbing a mountain, the purpose and advantages of planning become clearer.

When you start up the mountain you never know what to expect: sudden change in weather, lost or broken equipment, mistakes in maps, an injury. Planning for these eventualities will allow you to deal with them and still reach your objective in spite of temporary setbacks. On the other hand, lack of planning can spell disaster. The more careful the planning, the more likely problems will be anticipated and not allowed to interfere with your ultimate business objective.

Self check 1	Writing test
---------------------	---------------------

Answer the following question

1. Write steps for iterative consultation?

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- short answer



Information sheet 2	Develop implementation plan
----------------------------	------------------------------------

6.2. Developing implementation plan

Business plan is a very well defined and structured document. It is written as a presentation to lenders, potential investors, and bankers in order to raise capital. As such, it is sort of an advertising document and, well, maybe tends to exaggerate a little.

Although many will argue the business plan is a planning document, it frequently is not because of these exaggerations. After a while YOU will start to believe the business plan ... even if you know that what is contained within the document is absurd in places. (Yes sir, there is no doubt about it, sales will easily double each year ... as long as we can obtain adequate financing.)

If your business is going to require investor capital at the onset, you will need that traditional business plan. But BEFORE you even get to this point, or if you are like so many of us and are starting a small business venture where little or no formal investment is needed, you need another plan ... A plan for YOURSELF ... A HONEST plan for you. You need a strategic plan.

THE STRATEGIC PLAN

A strategic plan is your plan for success. It will define your business mission, your present situation, and where you want to be in three to five years. A strategic plan, like the traditional business plan, should be well-structured, and include a number of short succinct statements covering the following areas:

- * Vision Statement
- * Mission/Purpose Statement
- * Scope of Business
- * Assumptions
- * Goals and Objectives
- * Risks
- * Strategies
- * Progress Reporting Methods



Every statement in your strategic plan will be important since it defines what your business will be, what your objectives are, and how you intend to achieve these objectives. If you find you cannot write about the areas that are about to be discussed, you need to stop and think carefully about your situation until you can. A strategic plan will allow you to anticipate problems and to make decisions that will help you meet your business goals and objectives. Without a clear goal in mind, the best decision may not be obvious and you are reduced to guessing.

VISION.

This is a short statement that defines your overall long term goal. This statement should define **WHAT** your business will be. It should be brief (20-30 words) and clearly define your customer base and you're providing. Too specific and it's not much of a vision; too general and it's unattainable. Your vision should be something to strive for ... usually a multi-year effort.

Example: Build an automobile repair business, specializing in Porsche, that will gain a reputation for outstanding service within the community and will, first and foremost, always be responsive to customers' needs

MISSION/PURPOSE.

This is a definitive comment that tells **WHY** you are pursuing your vision. Why do you want to start a business? What do you have to give? Keep in mind that a lot of people have a vision but very few have a mission ... At least one they are willing to pursue (many people shared Martin Luther King's dream but he was the one who also had a mission to do something about it).

Example: Make use of my background and experience with Porsche automobiles to provide high quality repair and restoration services; to provide jobs for locally qualified individuals; to provide for my family's needs

SCOPE.

You must define the boundaries of your business. You cannot be everything to every-body. If the scope of your business is too narrow, the probability for success may be diminished due to the smaller number of potential customers. If the scope is too broad, you will never be able to focus on your objectives.



Example: We will provide our services for all Porsche automobiles with the exception of the 914 series. Our services will include general repairs and maintenance (less major body work), detailing, storage, rebuilding and restoring.

ASSUMPTIONS.

It is important to understand what specific assumptions you are operating under concerning your new business, since they determine and dictate how your business will grow and prosper. The more specific these assumptions are, the better. It may require a little research on your part to lay out these assumptions but the planning stage is the time to do it. It is difficult to give general examples, but in keeping with our Porsche repair facility, here are a few:

1. I will keep my present job for the next 12-months.
2. There is a significant number of Porsche facilities in the area and they are not perceived as doing a good job.
3. I will limit my involvement to 20 hours per week for the first 12-months.
4. I have fifteen customers that I can start with right now whose cars require major repairs.

GOALS & OBJECTIVES.

This is a specific list that should include items that can be measured in terms of accomplishment and attainment. Goals should be realistic and attainable within one to three years.

1. Be able to quit my present job within 12 months.
2. Grow the business to generate \$150K gross sales in the first year of operation.
3. Add 100 new customers by the end of the first year of business.
4. Sponsor a racing team by the third year of business.

RISKS.

Identify as many risks as you can. This might be difficult since it requires some negative thinking, but it is important for you to consider the downside in your planning. You must identify as many specific risks to your proposed business as possible. By doing this, you can more easily plan to deal with the risks.

1. Possible damage or loss of tools, inventory, facility.
2. Loss of customers due to the competition.
3. Loss of employee(s).



4. Loss of an important supplier.
5. Loss of lease, requiring a new location and facility be found

STRATEGIES.

Your strategies are the methods you will use to achieve your goals and objectives in spite of the risks.

1. Sponsor a monthly "clinic" in which we will provide the use of my facility to members of the local Porsche club. (generates loyal customers)
2. Publish a monthly newsletter for all my customers. (excellent marketing), and use direct mail to identify potential customers.
3. Develop two reliable parts suppliers. (guard against loss of one)
4. Constantly reassess pricing with respect to the competition and your costs.
5. Be an employer worth working for ... treat my employees like the important asset they represent.

PROGRESS REPORTING.

A plan written and forgotten does not serve the purpose for which it is intended. Your business is dynamic - numerous variables that affect your business are changing constantly and your plan must reflect these changes and be updated or modified accordingly. Furthermore, you continually must assess your performance against the plan.

Revisit your strategic plan monthly and revise and update it as required. Your planning efforts, if carefully done in terms of assessing risk and the unexpected, should help you maximize your chances for success. You must constantly update your plan to ensure it is tracking changes that were not anticipated previously. If you find, by referring to your planning documents, you are not making satisfactory progress toward your goals, you must be ready to admit failure. Pull up stakes and cut your potential losses. Hanging on and watching your business slowly die does not do you or anyone else any good.

Perform a post-mortem and assess the failure. What went wrong? Were the circumstances beyond or within your control? Could the event(s) contributing to the failure have been anticipated and possibly mitigated?

In the true entrepreneurial spirit, you will probably be involved in a new business venture sooner or later and you want to be able to take advantage of your previous



experiences. By spending time performing a careful assessment of your failure, the lessons learned will be documented for future reference.

Lastly, be aware of this very important "planning for failure" truism: Pay yourself first or you may end up with nothing for your efforts.

Do not make the mistake of putting every dollar of profit back into your business. Your business may very well prosper for a number of years and then be plunged into sudden bankruptcy through no fault of your own. If this happens, and, if you have not planned ahead, you may very well have nothing to show for your time or efforts. Plan for this disaster by remembering that YOU are the business and deserve to be appropriately paid for your efforts. Never forget to pay yourself first. In bad times, the creditors may hound you, but they will wait.

Self check 2	T/F
---------------------	------------

Directions: Answer all the questions listed below. Use the answer sheet provided in

the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the

statement is wrong. (5pts. Each)

1. Business plan is a very well defined and structured document. It is written as a presentation to lenders, potential investors, and bankers in order to raise capital.

2. A strategic plan is not your plan for success

You can ask your teacher or trainer for the copy of the correct answers



Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

I- T/F:

1. _____

2. _____

Information sheet 3

Agree success indicators

6.3. Monitored implementation against agreed indicators

Performance indicators are measures of project impacts, outcomes, outputs, and inputs that are monitored during project implementation to assess progress toward project objectives. They are also used later to evaluate a project's success. Indicators organize information in a way that clarifies the relationships between a project's impacts, outcomes, outputs, and inputs and help to identify problems along the way that can impede the achievement of project objectives.

Why is performance monitoring indicators important?

In recent years several important studies—most notably the Portfolio Management Task Force Report and reviews by the Operations Evaluation Department (OED)—have found that the monitoring and evaluation of Bank-financed projects did not focus adequately on the factors that are critical for positive development impact. Both the task force and OED concluded that performance indicators should be integrated with the monitoring and evaluation procedures used by the Bank and its borrowers. The Portfolio Management Task Force Report (also known as the Wapenhans Report) analyzed the factors that affect the development impact of Bank operations.¹ As part of this analysis the task force focused on how evaluation methodologies, including the calculation of economic rate of return and the project rating methodology, were used during project appraisal and supervision to enhance the quality of Bank-supported projects.



Self-check 3	Written test
--------------	--------------

Answer the following question

2. Why is performance monitoring indicators important?

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- short answer



6.4. Adjusting implementation

To enable University staff to implement reasonable adjustments in teaching and assessment, including modified examination arrangements, a student with a disability must identify himself or herself as such by:

- i. making an appointment in a timely manner with a Disability Advisor in the Disability Service to discuss the services and adjustments required, and
 - ii. providing a Verification and Impact Statement completed by a health professional, or any other documents specified by the Disability Advisor, at the meeting.
- b. The Disability Advisor will complete a Disability Access Plan in consultation with the student which will inform negotiations with relevant academic staff.
 - c. The student must provide the Disability Access Plan to relevant academic staff in a timely fashion in order to enable adjustments to be implemented.
 - d. Academic staff must implement reasonable adjustments to teaching and assessment, if requested by a student with a Disability Access Plan, in accord with that Disability Access Plan.
 - e. When modified examination arrangements are required, the student must make an appointment with the Disability Advisor prior to the deadline specified by the Disability Service.



Self-check 4	T/F
--------------	-----

Answer the following question

1. A student with a disability must identify himself or herself as such by making an appointment in a timely manner with a Disability Advisor in the Disability Service to discuss the services and adjustments required.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

I- T/F:

1. _____



Operation Sheet-1

Monitoring and evaluation procedures

OPERATION TITLE: monitoring and evaluating operations

PURPOSE: To assure whether operations are performed as per the plan or not

CONDITIONS OR SITUATIONS FOR THE OPERATIONS:

Formal plan of the organization

Equipment = Computer, printer, , demonstration room.

Consumable materials = pen, pencil, paper, flip chart, marker

PROCEDURE:

1. Take standards(plan) Set by the organization
2. Measure the actual performance
3. Compare actual with the standards
4. Identify the reasons for deviation(if any)
5. Recommend remedial actions

PRECAUTIONS:

- Confidentiality
- Patience
- Reliability of the data

QUALITY CRITERIA:

- Applicability of recommended suggestions

LAP Test 1	Practical Demonstration
------------	-------------------------

Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3-4 hour.

Task 1. monitor and evaluate operations



References and Manuals

1. <https://mnccconsultinggroup.com/free-resources/white-papers/how-organizations-can-identify-areas-for-improvement/>
2. <http://www.fullsailpartners.com/fspblog/key-performance-indicators-vs-benchmarking>
3. https://www.tutorialspoint.com/management_concepts/benchmarking_process.htm
4. <https://www.nap.edu/read/22668/chapter/5#11>



Prepared By

No	Name	Educational Background	LEVEL	Region	College	Email	Phone Number
1	Kalicha Boru	Laboratory	B	oromia	Nagelle HSC	boru9683@gmail.com	0912493885
2	Furo Beshir	Laboratory	A	Harari	Harar HSC	nebi.furo@gmail.com	0911739970
3	Motuma Chali	Laboratory	B	oromia	Nekemte HSC	lammiiifcaalii@gmail.com	0938456753
4	Abdirahman Mahad	Laboratory	A	Somali	Jigjiga HSC	abdirahman7584@gmail.com	0911044715
5	Adisu Tesfaye	Laboratory	B	Somali	Jigjiga HSC	adistesfaye21@gmail.com	0931747320
6	Kebebe Tadesse	Laboratory	B	BGRS	Pawi HSC	no	0926841290
7	Tagel Getachew	Laboratory	A	Harari	Harar HSC	tagegetachew@gmail.com	0915746748