SESSION 5-6: ANALYSIS OF ORGANIZATIONAL PERFORMANCE METHODOLOGICAL FRAMEWORK
OBJECTIVES:

BY THE END OF THE SESSION PARTICIPANTS SHALL:

• IDENTIFY THE MAIN CONCEPTS FOR THE ANALYSIS OF ORGANIZATIONAL PERFORMANCE

• CARRY OUT A PARTICIPATORY ANALYSIS OF ORGANIZATIONAL PERFORMANCE
DIMENSIONS TO ASSESS PERFORMANCE

EFFECTIVENESS

RELEVANCE

FINANCIAL VIABILITY
THE EXTENT TO WHICH THE ORGANIZATION RESPOND TO THE NEEDS OF ITS MEMBERS AND CONTRIBUTE TO THE IMPROVEMENT OF THEIR LIVING CONDITIONS
EFFECTIVENESS

THE EXTENT TO WHICH AN ORGANIZATION IS ABLE TO FULFIL ITS GOALS
FINANCIAL VIABILITY

CAPACITY TO

• GENERATE RESOURCES;
• MANAGE RESOURCES;

... TO COVER ITS COSTS AND REINVEST IN THE SHORT, MEDIUM AND LONG TERM.
THE FACTORS INFLUENCING ORGANIZATION ‘S PERFORMANCE

HUMAN AND MATERIAL RESOURCES

MOTIVATION

GOVERNANCE MANAGEMENT LEADERSHIP

ENABLING ENVIRONMENT
WHAT MAKES US ACT AND INVEST OURSELVES IN ORDER TO ENSURE THE ORGANIZATION CAN GROW AND INCREASE ITS PRODUCTIVITY. IT INCLUDES:

- GOALS AND VALUES
- ATTITUDES TO CHANGE
- INCENTIVES
HUMAN AND MATERIAL RESOURCES

HUMAN RESOURCES:
- PLANNING AND ALLOCATION OF HUMAN RESOURCES
- REWARDS OF HUMAN CAPITAL
- SKILLS/ COMPETENCIES DEVELOPMENT

MATERIAL RESOURCES:
- INFRASTRUCTURE
- TECHNOLOGY
GOVERNANCE:
SYSTEM OF RULES, PRACTICES AND PROCESSES BY WHICH AN ORGANIZATION IS DIRECTED AND CONTROLLED.

MANAGEMENT: RESPONSIBLE FOR CURRENT OPERATIONS AND FUTURE PLANNING

LEADERSHIP: ACT OF LEADING OR GUIDING PERSONS IN THE ORGANIZATION
MANAGEMENT AND LEADERSHIP

SOURCE: FAO-ILO-ITCILO APEX FIN COOP TRAINING
GOVERNANCE AND MANAGEMENT

COMMUNICATION

INTERNAL AND EXTERNAL RELATIONS

PERFORMANCE ANALYSIS
PRINCIPLES OF GOOD GOVERNANCE

EFFECTIVE, RELEVANT AND FINANCIALLY VIABLE ORGANIZATIONS

PARTICIPATION
CONSENSUS BUILDING
EQUITY
ACCOUNTABILITY
RESPECT FOR RULES
TRANSPARENCY & INFORMATION

EQUALITY BETWEEN MEN AND WOMEN
FRAMEWORK OF ANALYSIS FOR THE FACTORS INFLUENCING ORGANIZATIONAL PERFORMANCE

EFFECTIVENESS

RELEVANCE

FINANCIAL VIABILITY

HUMAN AND MATERIAL RESOURCES

GOVERNANCE MANAGEMENT

ENABLING ENVIRONMENT
Exercise 1-Strengths

- Form 4 groups and nominate a rapporteur

- Each group is invited to choose one-two particular accomplishments of the FO they work in which illustrate a good contribution to the local economy and to the community. (20 minutes)

- The rapporteur will share in plenary

- After each presentation the other groups will summarize the key ideas on the cards that will be clustered on the performance tree
Exercise 2 - Weaknesses

- Form 4 groups and nominate a rapporteur.

- Each group is invited to make a drawing on what you perceive are the major weaknesses affecting the performance of the Farmer Organizations.

  Each rapporteur will share in plenary.

- After each presentation, the other groups will summarize the key ideas on the cards that will be clustered on the performance tree.