



Bringing Organisations & Network Development
to higher levels in the Farming sector in Europe



This project has received funding from the European
Union's Horizon 2020 research and innovation
programme under grant agreement N° 774208

SOURCE: FAO-UPADI GUIDE ON "ELABORATION D'UNE VISION COMMUNE POUR RENFORCER LA PERFORMANCE L'EQUITE ET LA GOUVERNANCE DE L'OP".

SESSION 5-6: ANALYSIS OF ORGANIZATIONAL PERFORMANCE METHODOLOGICAL FRAMEWORK

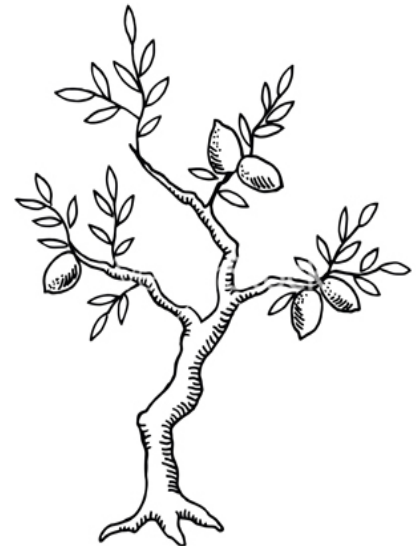


Food and Agriculture Organization
of the United Nations

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

RELEVANCE

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;

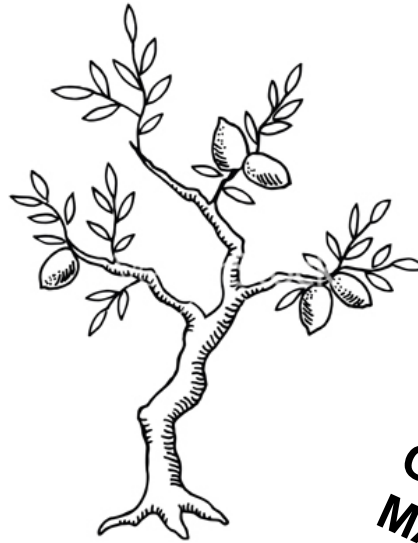
... TO COVER ITS COSTS AND REINVEST IN THE SHORT, MEDIUM AND LONG TERM.



FACTORS INFLUENCING ORGANIZATIONAL PERFORMANCE



THE FACTORS INFLUENCING ORGANIZATION 'S PERFORMANCE



MOTIVATION

**GOVERNANCE
MANAGEMENT
LEADERSHIP**

**HUMAN AND
MATERIAL
RESSOURCES**

ENABLING ENVIRONMENT

MOTIVATION

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 AND MANAGEMENT

GOVERNANCE:

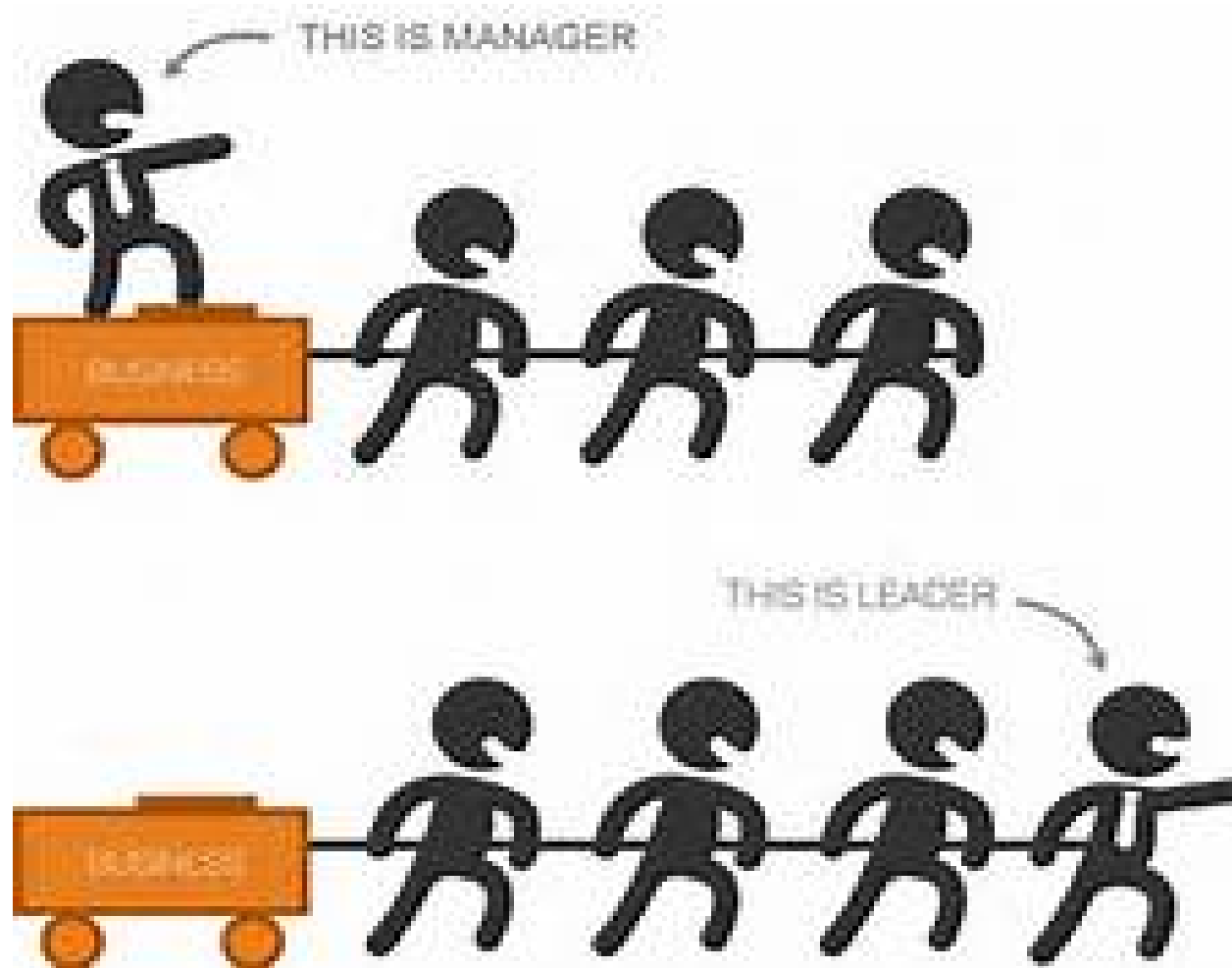
SYSTEM OF RULES, PRACTICES AND PROCESSES BY WHICH AN ORGANIZATION IS DIRECTED AND CONTROLLED.

MANAGEMENT: RESPONSIBLE FOR CURRENT OPERATIONS AND FUTURE PLANNING

LEADERSHIP: ACT OF LEADING OR GUIDING PERSONS IN THE ORGANIZATION



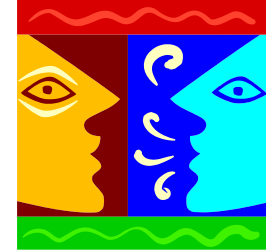
MANAGEMENT AND LEADERSHIP



SOURCE: FAO-ILO-ITC/IO APEX FIN COOP TRAINING

GOVERNANCE AND MANAGEMENT

COMMUNICATION



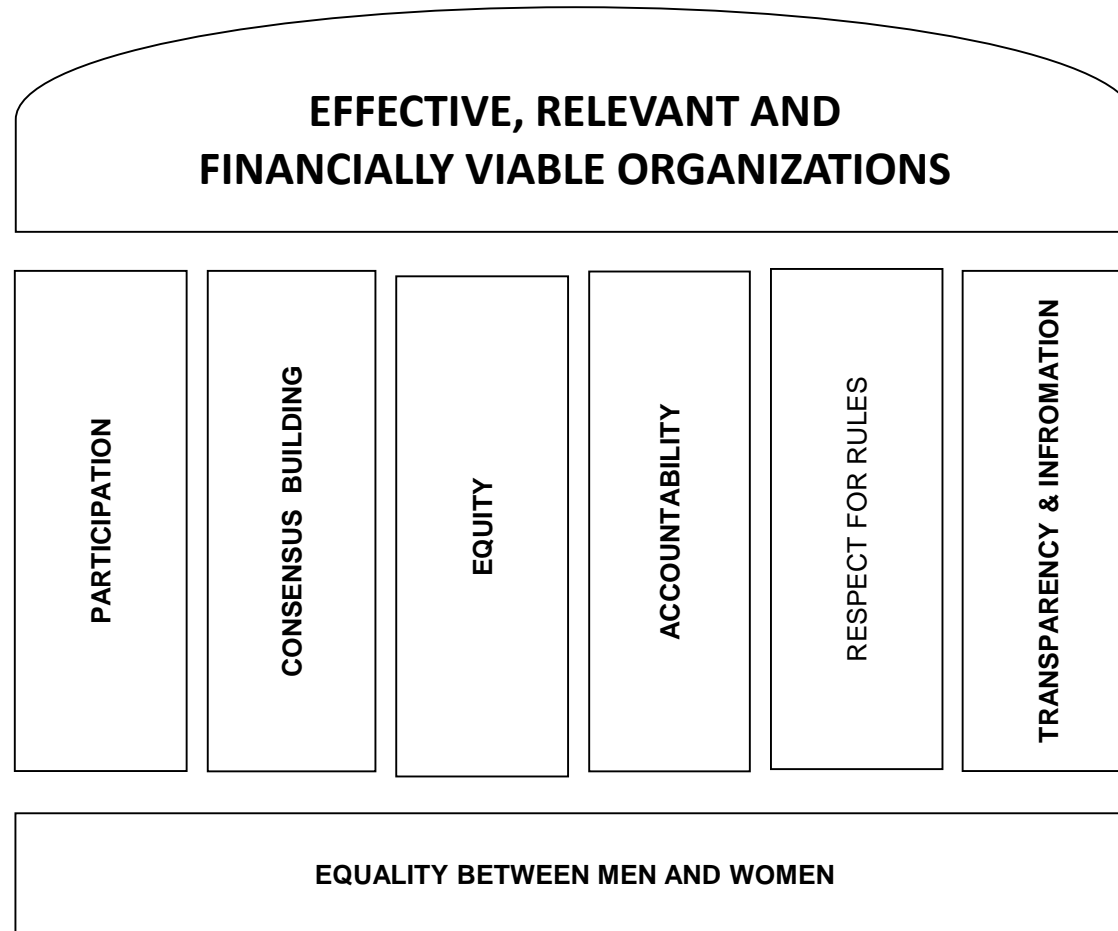
INTERNAL AND EXTERNAL RELATIONS



PERFORMANCE ANALYSIS



PRINCIPLES OF GOOD GOVERNANCE

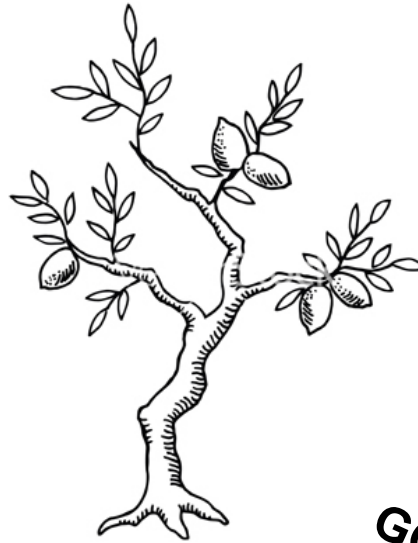


FRAMEWORK OF ANALYSIS FOR THE FACTORS INFLUENCING ORGANIZATIONAL PERFORMANCE

EFFECTIVENESS

RELEVANCE

**FINANCIAL
VIABILITY**



MOTIVATION

**GOVERNANCE
MANAGEMENT**

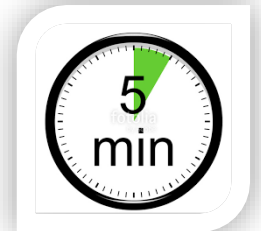
**HUMAN AND
MATERIAL
RESSOURCES**

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





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END

