

Annex 1

The tool : the Performance assessment questionnaire adapted to cooperatives

Cooperative Self-Assessment of performance

Name of the COOP : _____ – Year

Scores	0	1	2	3	4
Meaning	Absent	Very weak	Weak	Good	Very good

Participant¹ : _____

No	Statement	Score				
1 Relevance						
1.1	The mission and vision of the COOP are owned by all members.	0	1	2	3	4
1.2	The mission promotes shared values, including gender equality.	0	1	2	3	4
1.3	The members are adequately surveyed to obtain their perception of the COOP.	0	1	2	3	4
1.4	The COOP activities respond to members' needs.	0	1	2	3	4
1.5	The mission of the cooperative is clearly reflected in objectives and activities implemented by the organization	0	1	2	3	4
1.6	The programmes are reviewed and regularly revised with the active participation of the members.	0	1	2	3	4
1.7	The needs and perceptions of women and youth are taken into consideration adequately.	0	1	2	3	4
1.8	The COOP members are aware of the objectives as stated in the by-laws.	0	1	2	3	4
1.9	The cooperative provides services to members on a regular basis	0	1	2	3	4
1.10	Monitoring and evaluation are valued at all levels of the organization as a way to improve performance.	0	1	2	3	4
2 Effectiveness						
2.1	The COOP is effective in the fulfillment of its mission.	0	1	2	3	4
2.2	The COOP use effectively its human, financial and physical resources.	0	1	2	3	4
2.3	The annual action plan includes performance indicators.	0	1	2	3	4
2.4	Members can rely on the services provided by the cooperative compared to other service providers	0	1	2	3	4
2.5	The coop negotiates and advocates effectively with other stakeholders on behalf of its members	0	1	2	3	4
2.6	The coop provides effectively information and training for its members according to their needs.	0	1	2	3	4

¹ Your participant number allows you to keep your anonymity and claim your questionnaire for future use during the workshops following the compilation of results.

No	Statement	Score				
2.7	The coop provides effectively input supply to its members according to their needs.	0	1	2	3	4
2.8	The coop provides effectively extension services for its members according to their needs.	0	1	2	3	4
2.9	The coop provides effectively marketing services to its members according to their needs..	0	1	2	3	4
2.10	The cooperative provides effectively services related to environment protection (e.g. adequate storage to crops, reduce the use of chemicals...) to its members .	0	1	2	3	4
3 Financial viability						
3.1	All members pay their dues in time and willingly.	0	1	2	3	4
3.2	Our COOP is financially independent	0	1	2	3	4
3.3	The COOP funding sources are diversified.	0	1	2	3	4
3.4	The assets of our COOP outweigh liabilities.	0	1	2	3	4
3.5	Financial resources including grants and loans when available , are effectively utilized.	0	1	2	3	4
3.6	Material resources are effectively utilized.	0	1	2	3	4
3.7	The board of directors oversee regularly the financial issues.	0	1	2	3	4
3.8	Financial planning is regularly undertaken	0	1	2	3	4
3.9	There is an adequate bookkeeping system that can generate monitoring information.	0	1	2	3	4
3.10	the general assembly approve annually the financial statement	0	1	2	3	4
4 Motivation						
4.01	There is a clear vision and mission that reflects member needs and aspirations.	0	1	2	3	4
4.02	the vision and mission support the solidarity among the members in the organization.	0	1	2	3	4
4.03	Elected officials are motivated to engage in pursuing of the common good.	0	1	2	3	4
4.04	The staff (women, men) is motivated to perform their best.	0	1	2	3	4
4.05	The COOP supports innovation.	0	1	2	3	4
4.06	The COOP encourages communication and experience sharing among staff, members and elected officials to carry out their own problem analysis.	0	1	2	3	4
4.07	The COOP encourages learning from failures.	0	1	2	3	4
4.08	The COOP supports gender equality.	0	1	2	3	4
4.09	Staff, elected officials and members feel that their contribution in the organization is sufficiently valued.	0	1	2	3	4
4.10	Men and women, members, elected officials and staff feel fairly valued for their involvement/work.	0	1	2	3	4
5 Human and material resources						
5.1	Elected officials' roles and responsibilities are clearly defined.	0	1	2	3	4
5.2	Monthly meetings of the Board are attended by the majority of the members	0	1	2	3	4
5.3	Staff roles and responsibilities within the organization are clearly defined.	0	1	2	3	4
5.4	There is an updated training plan for elected officials.	0	1	2	3	4

No	Statement	Score				
5.5	There is an updated training plan for the staff.	0	1	2	3	4
5.6	The organization has appropriate job descriptions and competency reviews	0	1	2	3	4
5.7	The staff is regularly assessed by the Board in fulfilling their task.	0	1	2	3	4
5.8	The staff is sufficiently qualified in the execution of their task.	0	1	2	3	4
5.9	Written regulations exist to support the administrative and financial procedures of our COOP.	0	1	2	3	4
5.10	The physical infrastructure (e.g.storage, computers, telephones...) is adequate to support performance.	0	1	2	3	4
6 Governance						
6.1	The bodies (board of directors, shareholders, etc.) of our COOP are working according to a defined mandate	0	1	2	3	4
6.2	Most members participate regularly to all the statutory activities.	0	1	2	3	4
6.3	The criteria for the election of our representatives (boards and commissions) are defined and known by all members.	0	1	2	3	4
6.4	Women and young people are adequately represented in elected bodies of our COOP.	0	1	2	3	4
6.5	All decisions are made in a transparent manner	0	1	2	3	4
6.6	Procedures for the decision-making by elected representatives of our COOP are transparent.					
6.7	All members participate in the decision-making process.	0	1	2	3	4
6.8	Enough information is available on the different course of actions of the cooperative.	0	1	2	3	4
6.9	The decisions made by our elected officials are followed in their application.	0	1	2	3	4
6.10	Reports are provided to members, the board and funders on a regular basis.	0	1	2	3	4
7 External environment						
7.1	The COOP develops relations (linkages)with other stakeholders.	0	1	2	3	4
7.2	The COOP has adequate capacities in networking and in building alliances, especially with other farmer COOP on local, regional and national levels.	0	1	2	3	4
7.3	The COOP has the capacity to influence terms of transactions (price and quality).	0	1	2	3	4
7.4	The COOP communicates information about its work to external stakeholders, including the general public.	0	1	2	3	4
7.5	The COOP has been identified as influential or important to the sector by consumers, policymakers, suppliers, competitors and other COOPs in its external environment.	0	1	2	3	4
7.6	The COOP has developed economic partnership with the government.	0	1	2	3	4
7.7	The COOP has developed economic partnership with other stakeholders (e.g. donors, NGOs, private sector...).	0	1	2	3	4
7.8	The COOP monitor regularly changes in the country political environment.	0	1	2	3	4
7.9	The COOP monitor regularly changes in the country in different fields : society, economy etc..	0	1	2	3	4
7.10	The COOP uses the technology that is supported by the overall level of technological development in the country.	0	1	2	3	4