



# **Towards More Effective Cooperative Entrepreneurship**

**Self-perceptions on the internal functioning and agribusiness orientation of cassava and rice cooperatives in Rwanda**



**Annex to the thesis report**

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September 2009**

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## 1. Questionnaires

### 1.2 Questionnaire about rice

#### Questionnaire (Rice)

Below, you'll find a list of statements. For every statement, please make up your mind and determine to what extent you disagree or agree with the statement. Please give your opinion on the statement by asking yourself: "Is this statement true or not true?" And: To what extent is this true or not true?"

You can give a score ranging from 0 to 5. A score '0' means: I totally disagree with the statement. A score '5' means: I fully agree with the statement. The scores 1,2,3 and 4 are in-between.

Please clearly indicate the scores you give (circle the chosen scores).  
Please answer all statements.

Si byo ←

Scores	0	1	2	3	4	5
	Sibyo nagato	Sibyo	Sibyo buhoro	Nibyo buhoro	Nibyo	Nibyo rwose

## Part I: Organization self-assessment

No	Statement	Score					
<b>1</b>	<b>Membership base</b>						
1.1	The conditions for adhering to our organization are clearly defined	0	1	2	3	4	5
1.2	Our cooperative has clearly formulated the objectives it wants to reach	0	1	2	3	4	5
1.3	These objectives are shared with all individual members	0	1	2	3	4	5
1.4	All people who want to, can be member of our cooperative	0	1	2	3	4	5
1.5	Our cooperative actively seeks the adherence of new members	0	1	2	3	4	5
1.6	I know that we have a member register that is up-to-date	0	1	2	3	4	5
1.7	The cooperative knows how much land every member has	0	1	2	3	4	5
1.8	All members regularly pay their membership fees	0	1	2	3	4	5
1.9	All members actively participate in the activities of our organization	0	1	2	3	4	5

No	Statement	Score					
<b>2</b>	<b>Governance, leadership and internal democracy</b>						
2.1	The internal regulations of our cooperative are well documented	0	1	2	3	4	5
2.2	All members know the internal regulations of our cooperative	0	1	2	3	4	5
2.3	The statutory bodies of our cooperative (general assembly, board meetings) function according to their mandates	0	1	2	3	4	5
2.4	The governing board of our cooperative has been democratically and transparently elected	0	1	2	3	4	5
2.5	The duration of the mandate of a leadership position is well defined	0	1	2	3	4	5
2.6	Criteria for being a good chairman are clearly spelled out	0	1	2	3	4	5
2.7	Internal communication within our cooperative is well organized: members are well informed about whatever is happening	0	1	2	3	4	5
2.8	We have elected a treasurer who can keep the books correctly	0	1	2	3	4	5
2.9	Women and youth are sufficiently represented in the elected bodies of our cooperative	0	1	2	3	4	5
2.10	During meetings all participants share their point of view	0	1	2	3	4	5
2.11	Every year, our organization elaborates a plan that indicates what we are going to do	0	1	2	3	4	5
2.12	Every year we evaluate the results that we have obtained	0	1	2	3	4	5
2.13	Board decisions get immediate follow-up and are implemented	0	1	2	3	4	5
<b>3</b>	<b>Management of human and financial resources</b>						
3.1	The board members receive training to improve the competencies and skills that are needed to perform their tasks	0	1	2	3	4	5
3.2	I know that important documents are well kept	0	1	2	3	4	5
3.3	Recruitment of staff or advisors follows transparent procedures that are known to the members	0	1	2	3	4	5
3.4	Our organisation functions on the basis of the financial contributions of the members	0	1	2	3	4	5
3.5	I am benefitting from trainings organized by the cooperative that make me a more professional farmer	0	1	2	3	4	5

No	Statement	Score					
3.6	We have a committee that controls how expenditures have been done and how the financial books are kept	0	1	2	3	4	5
3.7	We write down important financial data of the cooperative	0	1	2	3	4	5
3.8	I am sure that the organization has a manual describing how money has to be handled	0	1	2	3	4	5
3.9	Our organization can function well without outside financial support	0	1	2	3	4	5
3.10	When the organization needs to buy something, the procedures to do so are transparent	0	1	2	3	4	5
3.11	Our cooperative has a bank account	0	1	2	3	4	5
3.12	Every year, the board explains how resources and income of the cooperative have been used	0	1	2	3	4	5

No	Statement	Score					
<b>4</b>	<b>Collaboration and networks</b>						
4.1	If we want something to be done we seek collaboration with others	0	1	2	3	4	5
4.2	We are working together with local authorities	0	1	2	3	4	5
4.3	In the past years, our organisation has approached researchers and extension workers to find answers to the questions we had	0	1	2	3	4	5
4.4	Our cooperative had written project proposals with the aim to get support and funding for our activities	0	1	2	3	4	5
4.5	Our cooperative has formal agreements with banks facilitating members' access to credit	0	1	2	3	4	5
4.6	My cooperative is establishing relations with traders to buy our produce	0	1	2	3	4	5
4.7	Our cooperative actively participates in meetings of other organizations	0	1	2	3	4	5
4.8	We exchange our experiences with other farmers' organizations	0	1	2	3	4	5

No	Statement	Score					
<b>5</b>	<b>Service provision to members</b>						
5.1	The services of the cooperative respond to my needs as a rice farmer	0	1	2	3	4	5
5.2	The cooperative defends the interests and needs of us rice farmers	0	1	2	3	4	5
5.3	I think my cooperative is efficient in providing information and training to the members	0	1	2	3	4	5
5.4	Thanks to the cooperative I now use inputs (such as seeds, fertilizer, pesticides), which I otherwise would not have had	0	1	2	3	4	5
5.5	Because we sell our products collectively we fetch better prices	0	1	2	3	4	5
5.6	The organization has helped me to get access to credit and other financial services	0	1	2	3	4	5
5.7	My cooperative has the habit of asking the members if they are happy with the services that are provided	0	1	2	3	4	5
5.8	We discuss activity reports during official meetings	0	1	2	3	4	5
5.9	By being a member of this cooperative, I am earning more	0	1	2	3	4	5

## Part II: agribusiness development

No	Statement	Score					
<b>6</b>	<b>Production and productivity</b>						
6.1	I manage soil fertility in order to produce a lot of rice	0	1	2	3	4	5
6.2	I use the best rice varieties	0	1	2	3	4	5
6.3	I can produce enough rice even if the rains are unpredictable	0	1	2	3	4	5
6.4	I know how to avoid the pests and diseases that can possibly affect my rice	0	1	2	3	4	5
6.5	The costs of production (seeds, fertilizer, pesticides, labour) are low	0	1	2	3	4	5
6.6	I can buy good quality fertilizers at a fair price	0	1	2	3	4	5
6.7	I have the highest possible productivity (kg/ha)	0	1	2	3	4	5

No	Statement	Score					
6.8	I am producing the best quality of rice paddy	0	1	2	3	4	5
6.9	Within our cooperative we are multiplying and distributing good quality rice varieties	0	1	2	3	4	5
6.10	Every season, I calculate the costs and benefits of the rice production	0	1	2	3	4	5
6.11	If I need, I can get credit at the bank to finance production costs	0	1	2	3	4	5
6.12	Every season, I am trying out new things to improve my production	0	1	2	3	4	5

No	Statement	Score					
<b>7</b>	<b>Post harvest activities (processing, storage, marketing)</b>						
7.1	We have expertise in harvesting rice paddy	0	1	2	3	4	5
7.2	We are experts in drying rice paddy	0	1	2	3	4	5
7.3	We produce different rice varieties for different markets	0	1	2	3	4	5
7.4	I am happy with the price I get for my rice paddy	0	1	2	3	4	5
7.5	I am happy with the procedure I get paid for my production and the production costs are recovered	0	1	2	3	4	5
7.6	We are dealing with reliable traders	0	1	2	3	4	5
7.7	By storing the rice paddy, the cooperative can wait for prices to go up	0	1	2	3	4	5
7.8	My cooperative can have a bank loan to buy the rice paddy from us	0	1	2	3	4	5
7.9	We valorise the by-products of rice production	0	1	2	3	4	5
7.10	We know how much the traders want to buy from us	0	1	2	3	4	5
7.11	The cooperative transparently handles the buying and selling of rice paddy	0	1	2	3	4	5
7.12	The cooperative approaches traders/intermediaries to negotiate prices before selling	0	1	2	3	4	5

No	Statement	Score					
<b>8</b>	<b>Stakeholder collaboration</b>						
8.1	We can get appropriate loans from the banks	0	1	2	3	4	5
8.2	My input supplier gives me advice on how best to use fertilizers	0	1	2	3	4	5
8.3	We negotiate with district authorities for supporting the rice chain	0	1	2	3	4	5
8.4	We discuss with researchers about what they could do for us	0	1	2	3	4	5
8.5	Our cooperative has extension materials on rice production and processing	0	1	2	3	4	5
8.6	We know the quality requirements of consumers in different markets	0	1	2	3	4	5
8.7	We discuss delivery contracts with traders / processors	0	1	2	3	4	5
8.8	I understand that if I save more, I can get a higher amount of loan from the bank	0	1	2	3	4	5
8.9	If there is a problem, we openly discuss matters with the traders	0	1	2	3	4	5
8.10	If my cooperative would engage in collective marketing and sells at a better price, I would be happy to contribute some francs per kg for the benefit of the cooperative	0	1	2	3	4	5
8.11	We know cassava prices at different markets in Rwanda	0	1	2	3	4	5
8.12	Some of our members are our trainers/advisors	0	1	2	3	4	5
8.13	Within the district, different stakeholders are discussing how best to develop the rice value chain	0	1	2	3	4	5

Thank you very much for your collaboration !



No	Statement	Score					
<b>2</b>	<b>Governance, leadership and internal democracy</b>						
2.1	The internal regulations of our cooperative are well documented	0	1	2	3	4	5
2.2	All members know the internal regulations of our cooperative	0	1	2	3	4	5
2.3	The statutory bodies of our cooperative (general assembly, board meetings) function according to their mandates	0	1	2	3	4	5
2.4	The governing board of our cooperative has been democratically and transparently elected	0	1	2	3	4	5
2.5	The duration of the mandate of a leadership position is well defined	0	1	2	3	4	5
2.6	Criteria for being a good chairman are clearly spelled out	0	1	2	3	4	5
2.7	Internal communication within our cooperative is well organized: members are well informed about whatever is happening	0	1	2	3	4	5
2.8	We have elected a treasurer who can keep the books correctly	0	1	2	3	4	5



No	Statement	Score					
2.9	Women and youth are sufficiently represented in the elected bodies of our cooperative	0	1	2	3	4	5
2.10	During meetings all participants share their point of view	0	1	2	3	4	5
2.11	Every year, our organization elaborates a plan that indicates what we are going to do	0	1	2	3	4	5
2.12	Every year we evaluate the results that we have obtained	0	1	2	3	4	5
2.13	Board decisions get immediate follow-up and are implemented	0	1	2	3	4	5
No	Statement	Score					
<b>3</b>	<b>Management of human and financial resources</b>						
3.1	The board members receive training to improve the competencies and skills that are needed to perform their tasks	0	1	2	3	4	5
3.2	I know that important documents are well kept	0	1	2	3	4	5
3.3	Recruitment of staff or advisors follows transparent procedures that are known to the members	0	1	2	3	4	5
3.4	Our cooperative functions on the basis of the financial contributions of the members	0	1	2	3	4	5
3.5	I am benefitting from trainings organized by the cooperative that make me a more professional farmer	0	1	2	3	4	5
3.6	We have a committee that controls how expenditures have been done and how the financial books are kept	0	1	2	3	4	5
3.7	We write down important financial data of the cooperative	0	1	2	3	4	5
3.8	I am sure that the cooperative has a manual describing how money has to be handled	0	1	2	3	4	5
3.9	Our cooperative can function well without outside financial support	0	1	2	3	4	5
3.10	When the cooperative needs to buy something, the procedures to do so are transparent	0	1	2	3	4	5
3.11	Our cooperative has a bank account	0	1	2	3	4	5
3.12	Every year, the board explains how resources and income of the cooperative have been used	0	1	2	3	4	5

No	Statement	Score					
<b>4</b>	<b>Collaboration and networks</b>						
4.1	If we want something to be done we seek collaboration with others	0	1	2	3	4	5
4.2	We are working together with local authorities	0	1	2	3	4	5
4.3	In the past years, our organisation has approached researchers and extension workers to find answers to the questions we had	0	1	2	3	4	5
4.4	Our cooperative had written project proposals with the aim to get support and funding for our activities	0	1	2	3	4	5
4.5	Our cooperative has formal agreements with banks facilitating members' access to credit	0	1	2	3	4	5
4.6	My cooperative is establishing relations with traders to buy our produce	0	1	2	3	4	5
4.7	Our cooperative actively participates in meetings of other organizations	0	1	2	3	4	5
4.8	We exchange our experiences with other farmers' organizations	0	1	2	3	4	5

No	Statement	Score					
<b>5</b>	<b>Service provision to members</b>						
5.1	The services of the cooperative respond to my needs as a <u>cassava</u> farmer	0	1	2	3	4	5
5.2	The cooperative defends the interests and needs of us <u>cassava</u> farmers	0	1	2	3	4	5
5.3	I think my cooperative is efficient in providing information and training to the members	0	1	2	3	4	5
5.4	Thanks to the cooperative I now use inputs (such as seeds, fertilizer, pesticides), which I otherwise would not have had	0	1	2	3	4	5
5.5	Because we sell our products collectively we fetch better prices	0	1	2	3	4	5

No	Statement	Score					
5.6	The cooperative has helped me to get access to credit and other financial services	0	1	2	3	4	5
5.7	My cooperative has the habit of asking the members if they are happy with the services that are provided	0	1	2	3	4	5
5.8	We discuss activity reports during official meetings	0	1	2	3	4	5
5.9	By being a member of this cooperative, I am earning more	0	1	2	3	4	5

## Part II: agribusiness development

No	Statement	Score					
<b>6</b>	<b>Production and productivity</b>						
6.1	I manage soil fertility in order to produce a lot of cassava	0	1	2	3	4	5
6.2	I use the best cassava varieties	0	1	2	3	4	5
6.3	I can produce enough cassava even if the rains are unpredictable	0	1	2	3	4	5
6.4	I know how to avoid the pests and diseases that can possibly affect my cassava	0	1	2	3	4	5
6.5	The costs of production (seeds, fertilizer, pesticides, labour) are low	0	1	2	3	4	5
6.6	I can buy good quality fertilizers at a fair price	0	1	2	3	4	5
6.7	I have the highest possible productivity (kg/ha)	0	1	2	3	4	5
6.8	I am producing the best quality fresh cassava	0	1	2	3	4	5
6.9	Within our cooperative we are multiplying and distributing good quality cassava cuttings	0	1	2	3	4	5
6.10	Every season, I calculate the costs and benefits of the cassava production	0	1	2	3	4	5
6.11	If I need, I can get credit at the bank to finance production costs	0	1	2	3	4	5
6.12	Every season, I am trying out new things to improve my production	0	1	2	3	4	5

No	Statement	Score					
<b>7</b>	<b>Post harvest activities (processing, storage, marketing)</b>						
7.1	We are experts in soaking and drying of cassava	0	1	2	3	4	5
7.2	We have the best dried cassava (cossettes) in the region	0	1	2	3	4	5
7.3	By storing the dried cassava, I can wait for prices to go up	0	1	2	3	4	5
7.4	I am happy with the price I get for my dried cassava (cossettes)	0	1	2	3	4	5
7.5	We are dealing with reliable traders	0	1	2	3	4	5
7.6	We do not have to wait long for the traders to collect the produce	0	1	2	3	4	5
7.7	I am happy with the current method buyers are paying me	0	1	2	3	4	5
7.8	My cooperative can have a bank loan to buy the cassava from us	0	1	2	3	4	5
7.9	When I deliver my cassava to the buyer I get immediately paid	0	1	2	3	4	5
7.10	We know how much the traders want to buy from us	0	1	2	3	4	5
7.11	We are able to manage a cassava processing unit	0	1	2	3	4	5
7.12	We approach traders/intermediaries to negotiate prices before selling	0	1	2	3	4	5

No	Statement	Score					
<b>8</b>	<b>Stakeholder collaboration</b>						
8.1	We can get appropriate loans from the banks	0	1	2	3	4	5
8.2	My input supplier gives me advice on how best to use fertilizers	0	1	2	3	4	5
8.3	We are negotiating with district authorities for supporting the cassava chain	0	1	2	3	4	5
8.4	We are discussing with researchers about what they could do for us	0	1	2	3	4	5
8.5	Our cooperative has extension materials on cassava production and processing	0	1	2	3	4	5
8.6	We know the quality requirements of consumers in different markets	0	1	2	3	4	5
8.7	We are discussing delivery contracts with traders / processors	0	1	2	3	4	5
8.8	I understand that if I save more, I can get a higher amount of loan from the bank	0	1	2	3	4	5

No	Statement	Score					
8.9	If there is a problem, we openly discuss matters with the traders	0	1	2	3	4	5
8.10	If my cooperative would engage in collective marketing and sells at a better price, I would be happy to contribute some francs per kg for the benefit of the cooperative	0	1	2	3	4	5
8.11	We know cassava prices at different markets in Rwanda	0	1	2	3	4	5
8.12	Some of our members are our trainers/advisors	0	1	2	3	4	5
8.13	Within the district, different stakeholders are discussing how best to develop the cassava value chain	0	1	2	3	4	5

Thank you very much for your collaboration !

## 2. Self-assessment results

Table of size, commodity, facilitation and location of studied cooperatives

Cooperative	Number of members	Commodity	Facilitator of agribusiness cluster	District
COOPRORIZ	3059	Rice	Ugama CSC	Kamonyi
CODERKA	240	Rice	Ugama CSC	Ruhango
COTERWA	708	Rice	UCOPRIBU	Bugesera
COGIRIRU	626	Rice	UCOPRIBU	Bugesera
Inkingiyubuhinzi	932	Rice	UCOPRIBU	Bugesera
Twizamure	704	Rice	UCOPRIBU	Bugesera
Mbakungahaze	22	Cassava	Ingabo	Ruhango
Ituze	205	Cassava	Ingabo	Kamonyi
Cotravam	42	Cassava	Ingabo	Muhanga
Abahizi	800	Cassava	Ingabo	Muhanga
COVAPANYA	23	Cassava	PASAB	Bugesera
COADPM	78	Cassava	PASAB	Bugesera
COSCOPA	72	Cassava	PASAB	Bugesera
Abahuzabushake	75	Cassava	PASAB	Bugesera

## **2.1 Cooperative COGIRURU**

District: Bugesera

Commodity: Rice

Date of self-assessment: 3 Aug. 2009

Date of debriefing 10 Aug. 2009

## COOGIRIRU Results Summary

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

#### 1. Introduction

On 3 August 2009, Committee members and ordinary members of COOGIRIRU invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base 2 Governance, leadership and internal democracy 3 Management of human and financial resources 4 Collaboration and networks 5 Service provision to members	6 Production and productivity 7 Post harvest activities 8 Stakeholder collaboration

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

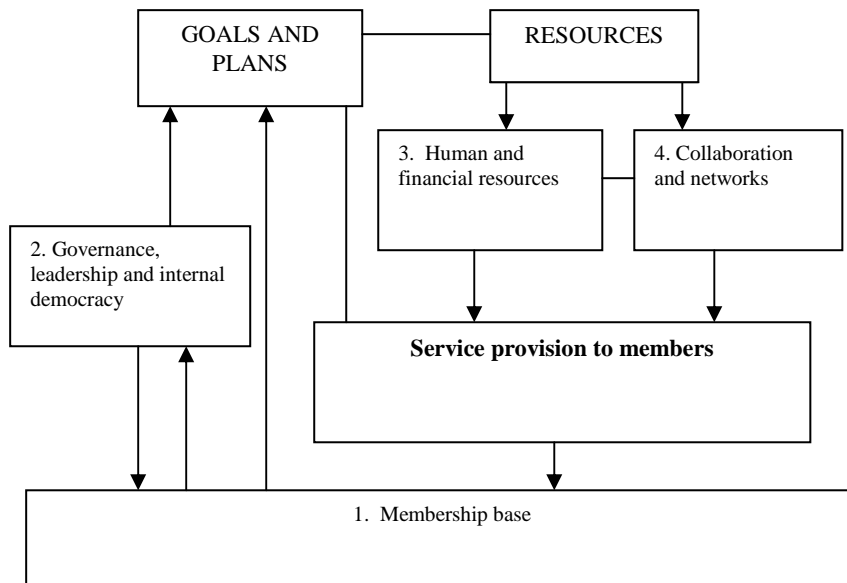
For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner.

In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc).

If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of rice producing cooperative, COOGIRIRU roughly perceive themselves.

## 2. The mirror: overall overview of the results

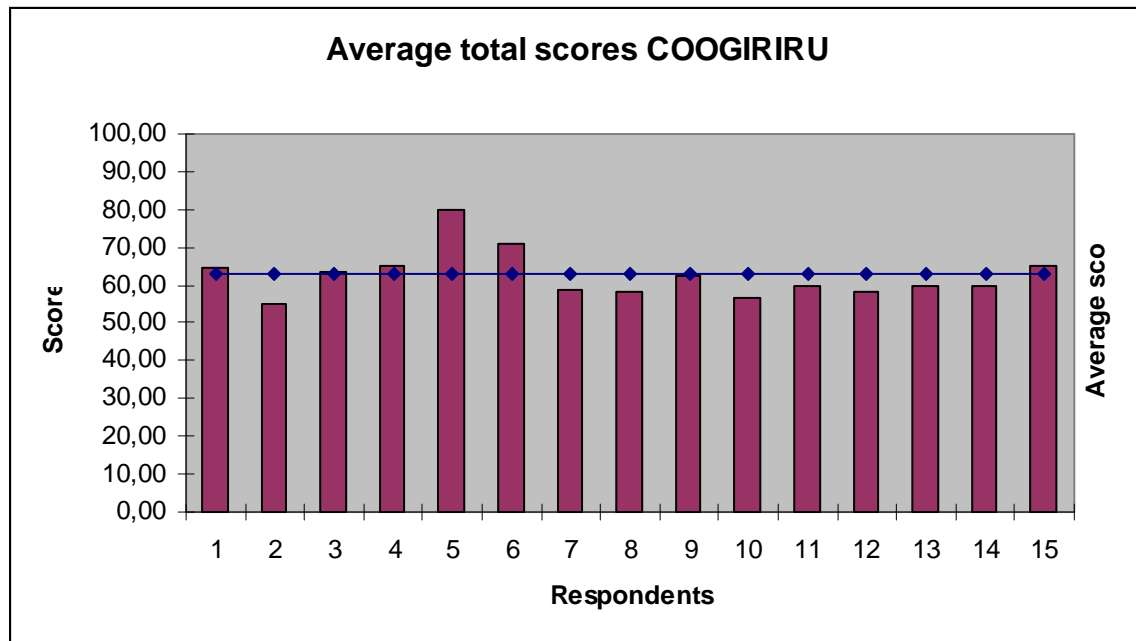
### 2.1. Total average scores

After data entry, it appears that the members of COOGIRIRU gave an average score of 67%.

This is a medium average score. The individual total scores ranged from 55 to 80 % as is shown in figure 1.

This large variation may indicate two things: (i) there are quite important differences between the zones or (ii) participants are more, or less severe in applying the scores. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



## 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

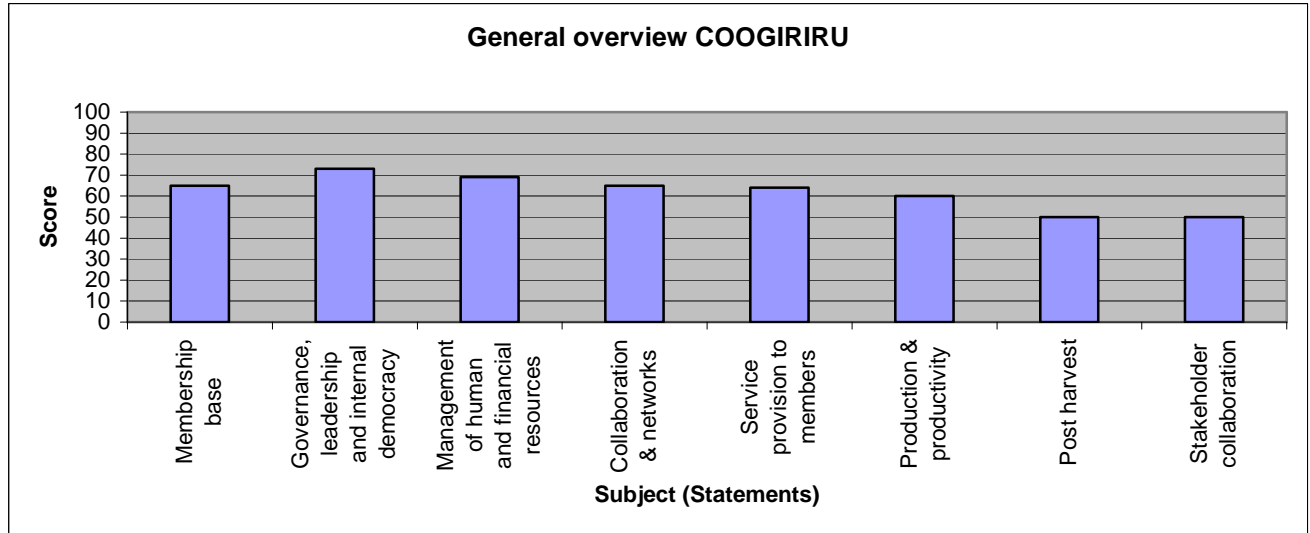
More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.



### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

Figure 2



### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters of the agribusiness development scored below the average total score (63) of the COOGIRIRU cooperative. All clusters of the organizational performance scored above the average. This may indicate that internal organization performs well while the agribusiness development still needs to more effort.

Clusters	Results		
Membership base	65	☺	<i>Not High enough score. Apparently there still some concern.</i>
Governance, leadership and democracy	73	☺	<i>The highest score. Not an area of concern</i>
Management of human and financial resources	69	☺	<i>High score. Not an area of very high concern. But this is still within the average range where there is room for improvement</i>
Collaboration and networks	65	☺	<i>Not High enough score. Apparently there is still some concern.</i>
Service provision to members	64	☺	<i>Average score. Some issues are likely to need further analysis and/or action</i>
Production and productivity	60	☹	<i>Within the range average score. Not very much dissatisfaction but this needs much effort for improvement - further analysis and/or action</i>
Production and	50	☹	<i>Clearly the lowest score. There seem to be some</i>

productivity			serious points of the highest concern.
Stakeholder collaboration	50	☹	Clearly the lowest score. There seem to be some serious points of the highest concern.

### 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 68%. The average score for the perception of agribusiness development is lower: 54 %.

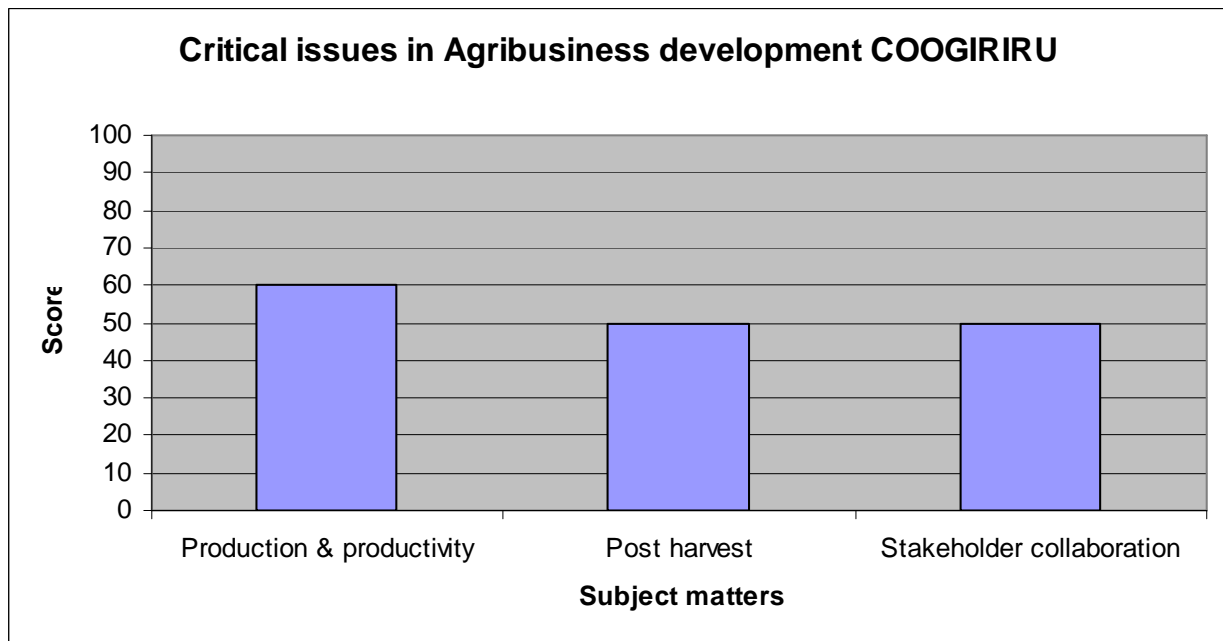
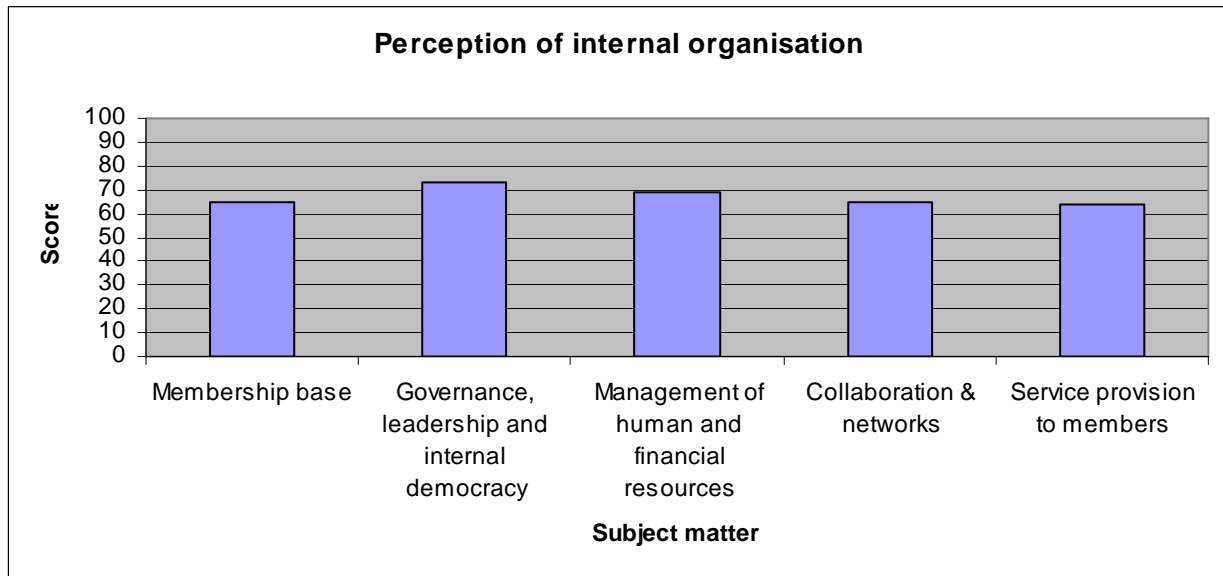
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	65	80	56	8
2. Governance, leadership and internal democracy	73	80	60	6
3. Management of human and Financial resources	69	80	57	8
4. Collaboration and networks	65	78	50	9
5. Service provision to members	64	76	40	11
<i>Perception of organizational performance</i>	68	73	62	3
6. Production and productivity	60	75	40	10
7. Post harvest activities	50	52	35	8
8. Stakeholder collaboration	50	68	34	10
<i>Perception of agribusiness development</i>	54	68	40	8
<b>TOTAL AVERAGE SCORE</b>	63	80	55	6

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like services provision to the members, the highest score is very high with 98. However the lowest score of this cluster is 31 and the standard deviation is 16. This may indicate that the level of agreement is very low. In this case, (i) some respondents may lack critical attitude or (ii) some respondents looked at and considered their individual performance instead of considering collective performance. There are also some clusters like collaboration and networks where the level of agreement is higher with 8 of the standard deviation. An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically scoring one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of COOGIRIRU in cassava production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 68 % score relatively higher in relation with the average of the general perception 63%. The clusters in agribusiness development with average of 54 score lower. The average of the agribusiness development is very low compare with others. This may mean that this cooperative needs to work hard to improve the agribusiness development aspect.

### 3. Perception of organizational performance

#### 3.1. *Membership base*

Figure 3 shows the diversity in how the different zones perceive the membership base:

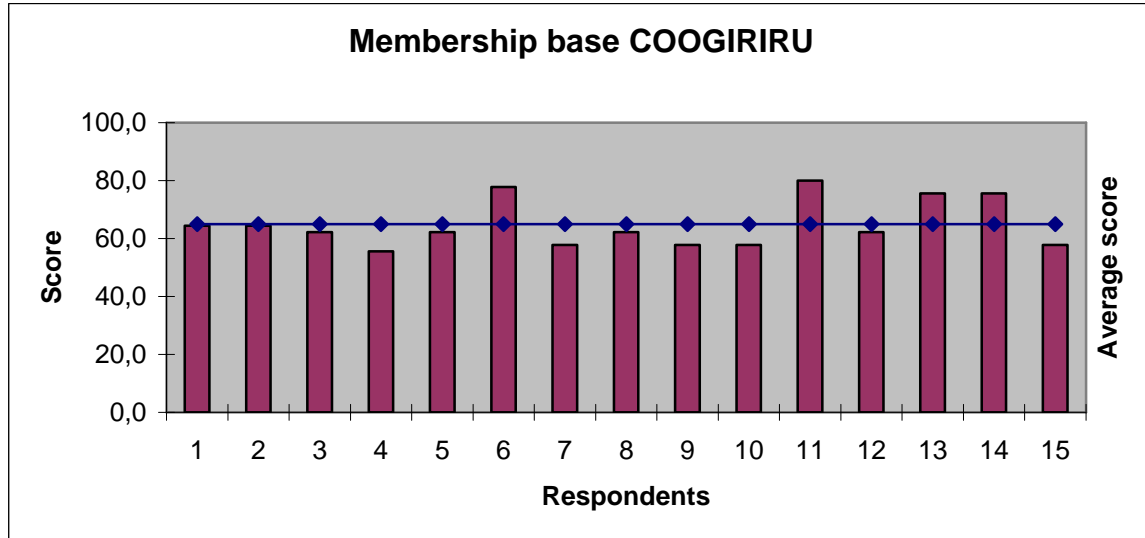
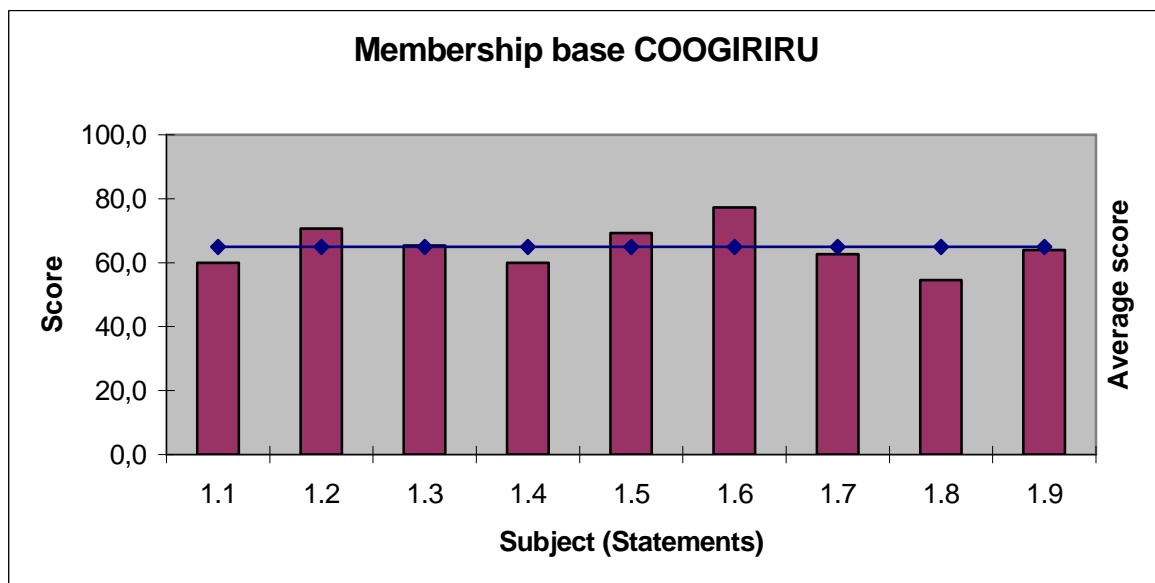


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of COOGIRIRU:



Remarks: not high average score & problems in 1,1; 1,3; 1,4; 1,7; 1,8; 1,9

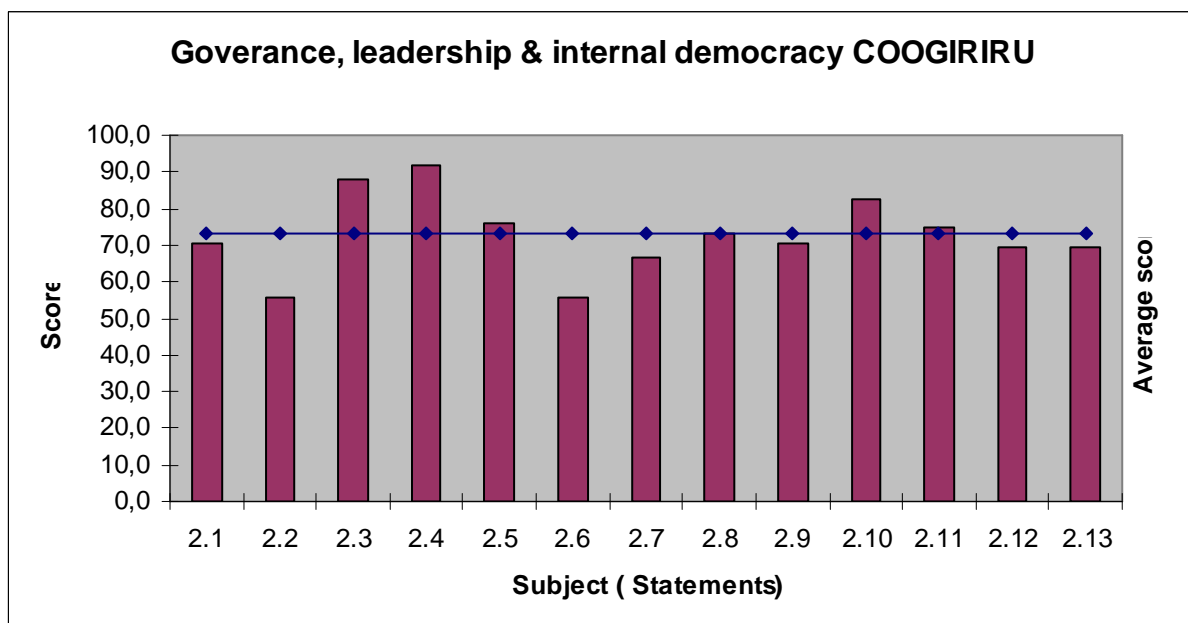
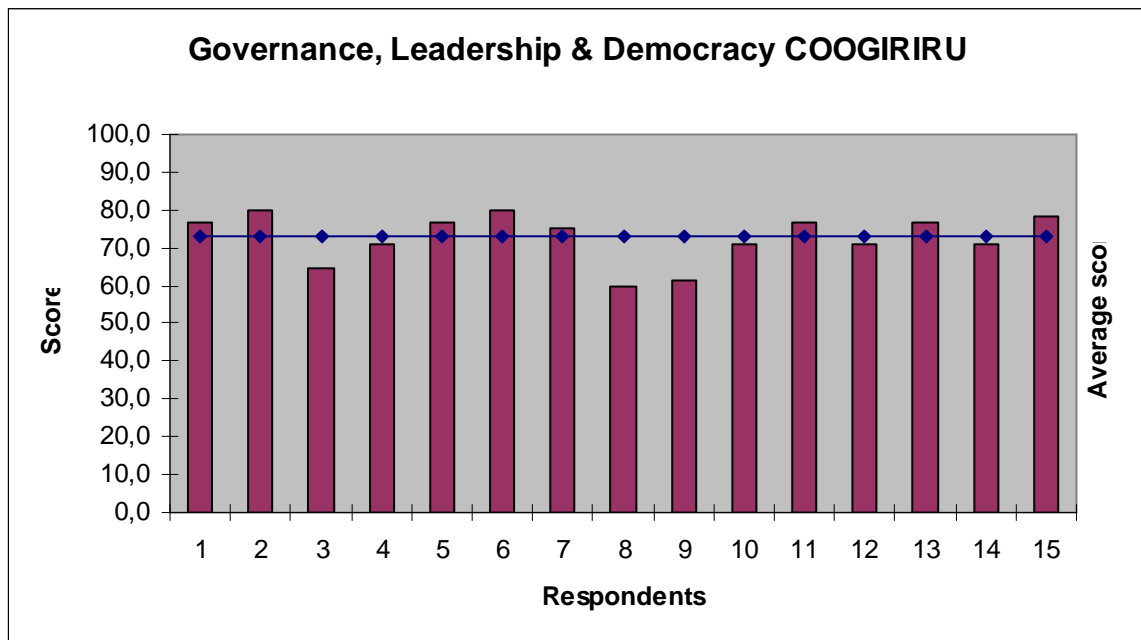
Questions: Why such a score? What are the issues?

Suggestions

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of COOGIRIRU:



Remarks: Generally happy with leadership; Problems in 2,1; 2,2; 2,6; 2,7; 2,9; 2,12; 2,13

Questions: what are problems in these statements that scored low? What difference with 2,3; 2,4?

suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

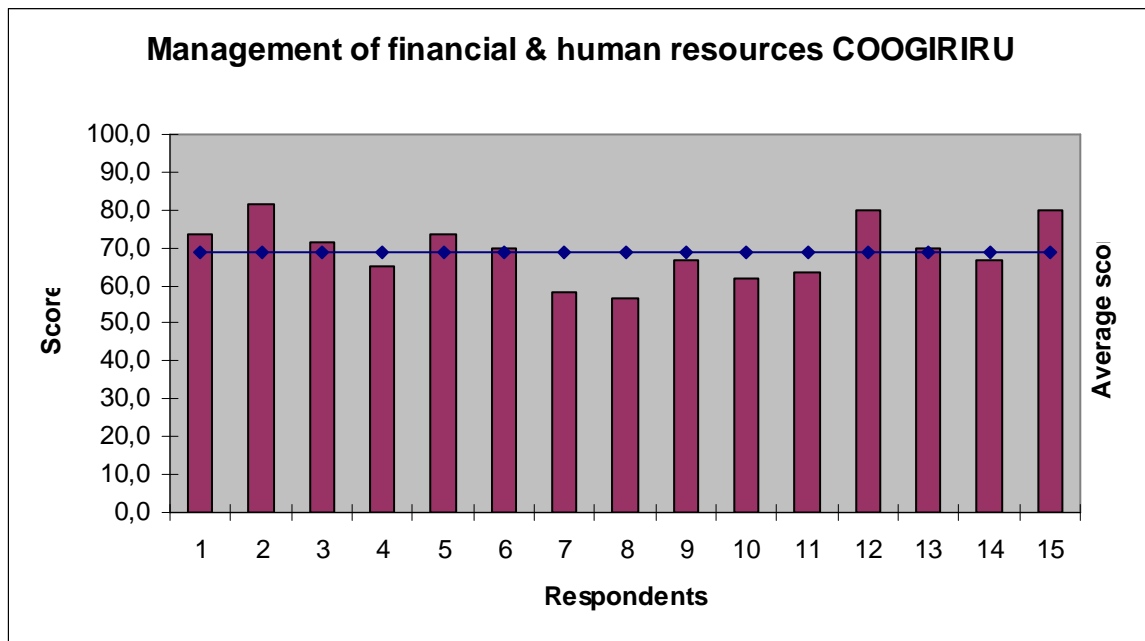
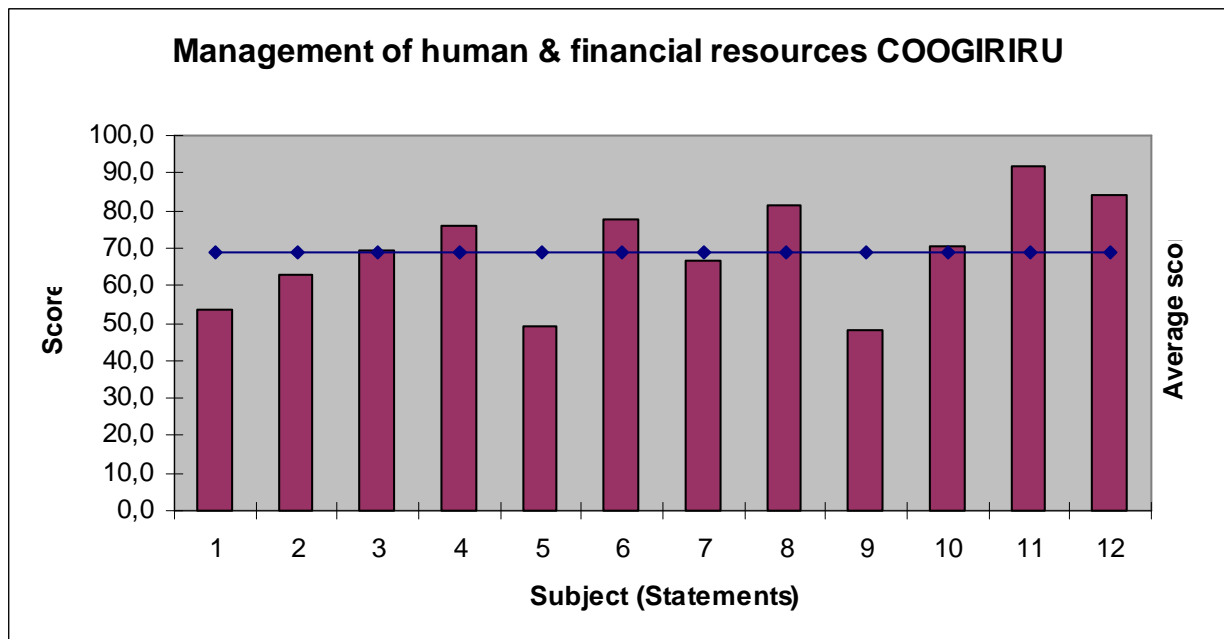


Figure 8 shows the scores for each statement :



Remarks: problems in 3,1; 3,2; 3,5; 3,7; 3,9

Questions: why so low in these statements? Why so high in 3,11

suggestions:

### 3.4. Collaboration and Networks

Figure 9

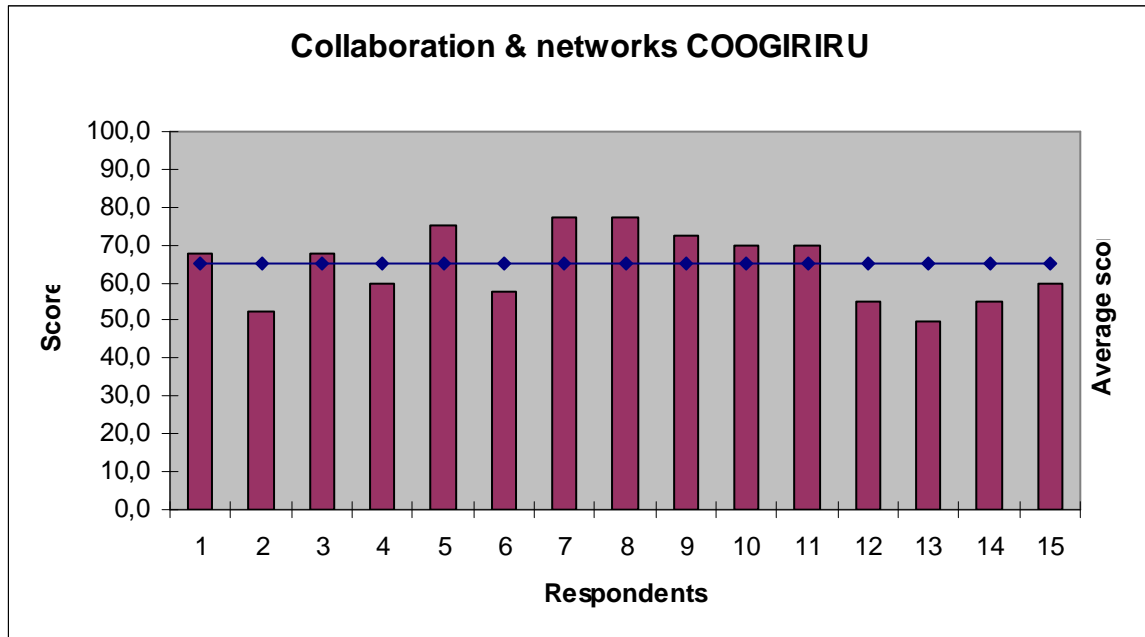
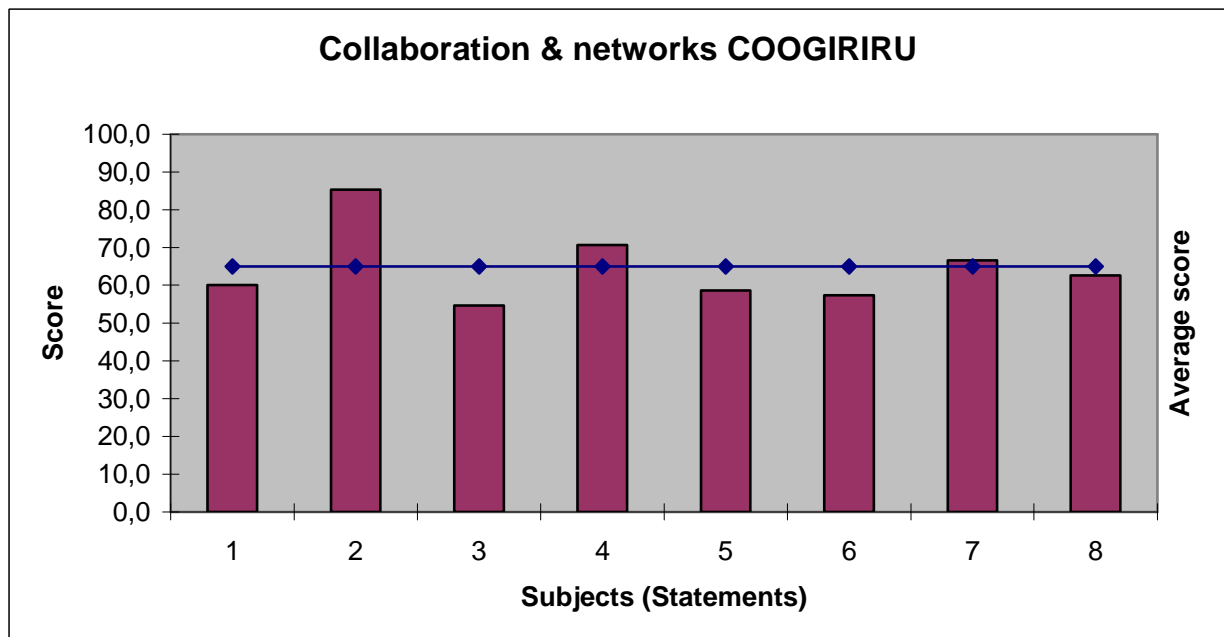


Figure 10



Remarks: problems in 4,1; 4,3; 4,5; 4,6; 4,8  
 Questions: why such score; why very high in 4,2  
 suggestions:

### 3.5. Service provision to members

Figure 11

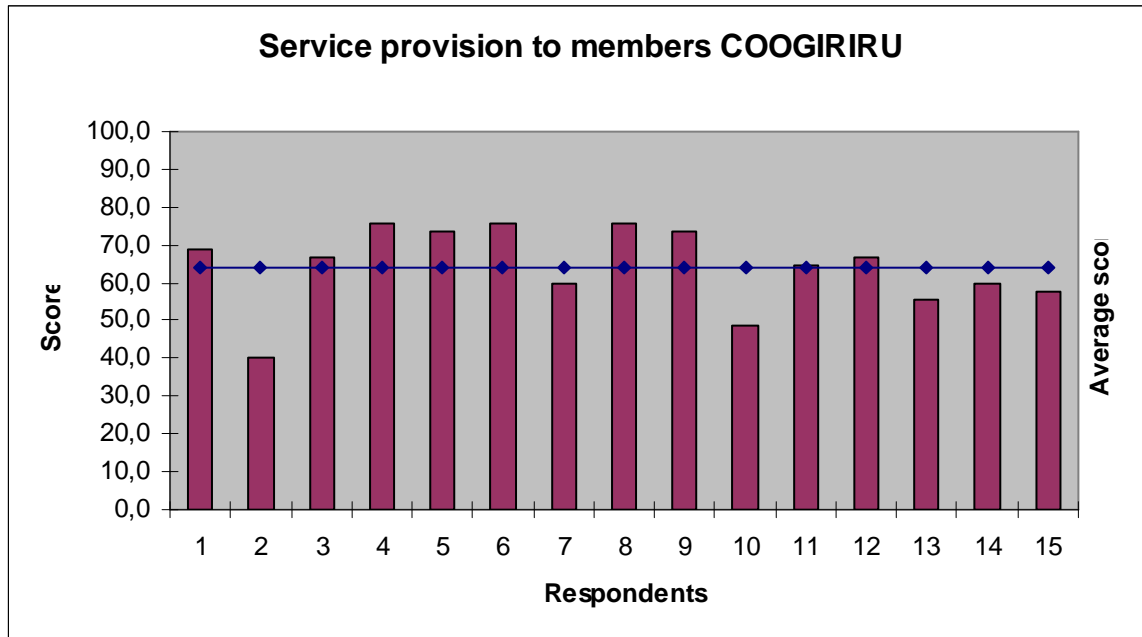
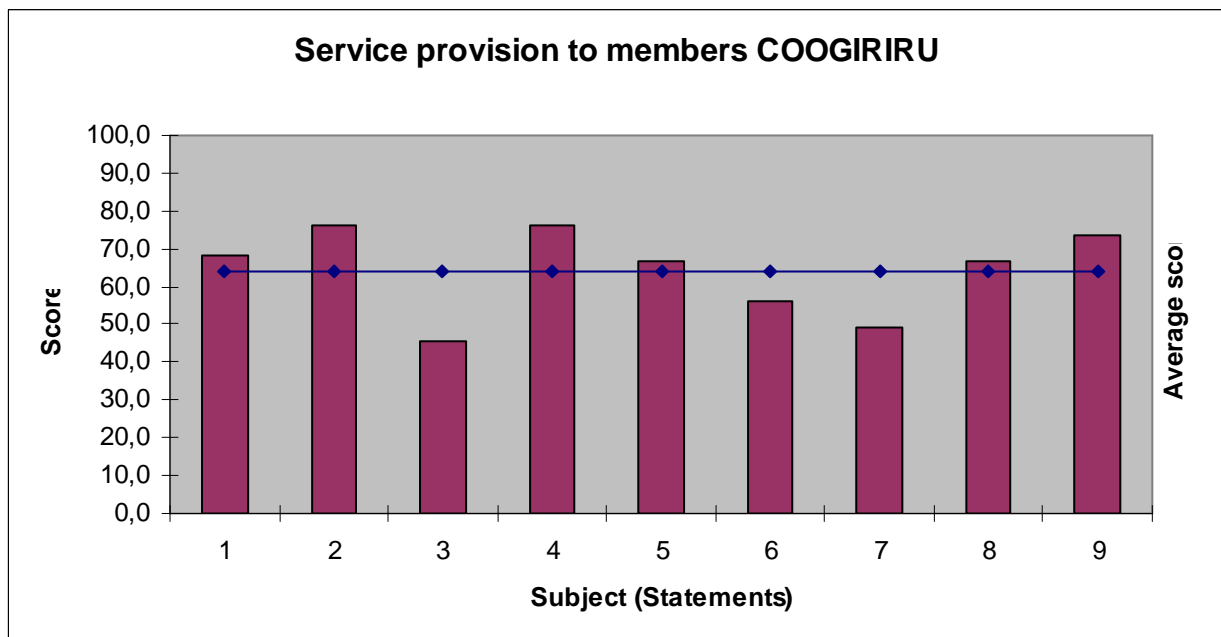


Figure 12



Remarks: issues in 5,3; 5,6; 5,7

Questions: explain details for these issues

suggestions:



#### 4. Perception of agribusiness development in Rice cluster

##### 4.1. Production and productivity

Figure 13

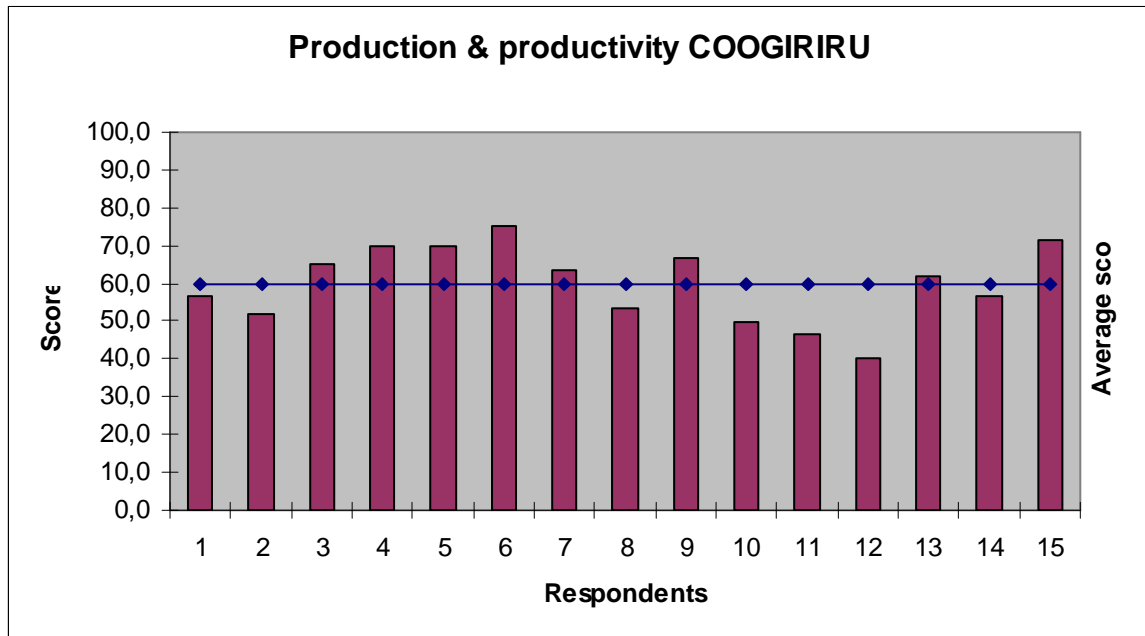
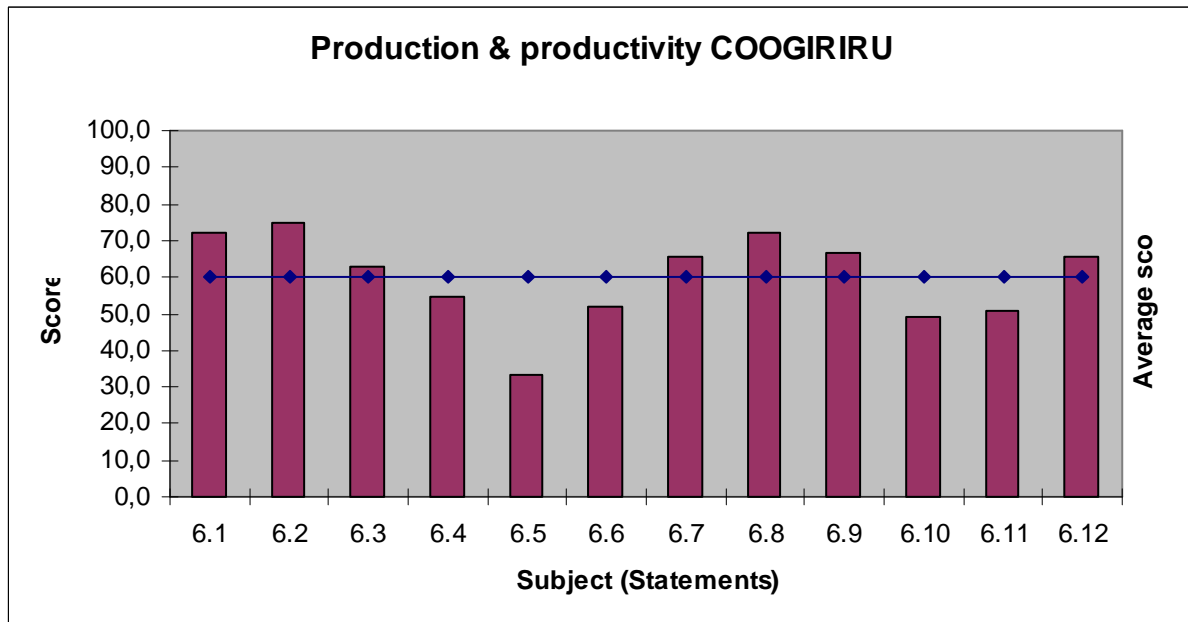


Figure 14



Remarks: Low average score, Issues in 6,4; 6,5; 6,6; 6,10; 6,11.

Questions: Explain:

The costs of production (seeds, fertilizer, pesticides, labour) are high; How?

How don't you know how to avoid the pests and diseases that can possibly affect rice

Why you scored low about 'I can buy good quality fertilizers at a fair price'

Why you scored low about "Every season, I calculate the costs and benefits of the rice production"

Why you scored low about: If I need, I can get credit at the bank to finance production costs: Don't banks give loans?

Suggestions: from participants

#### 4.2. Post harvest activities

Figure 15

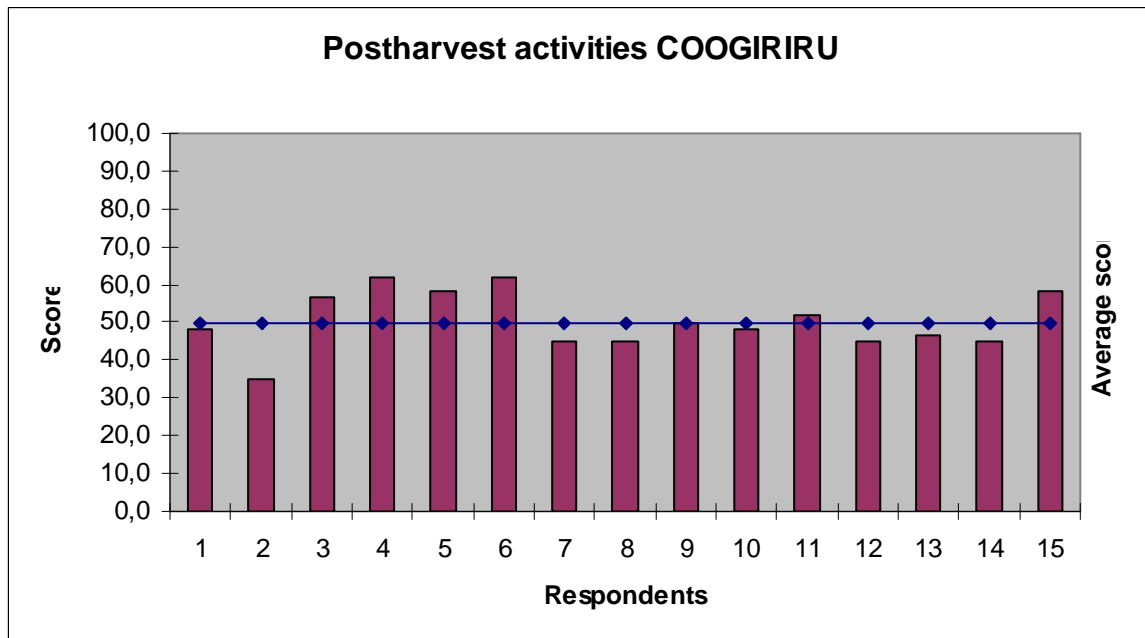
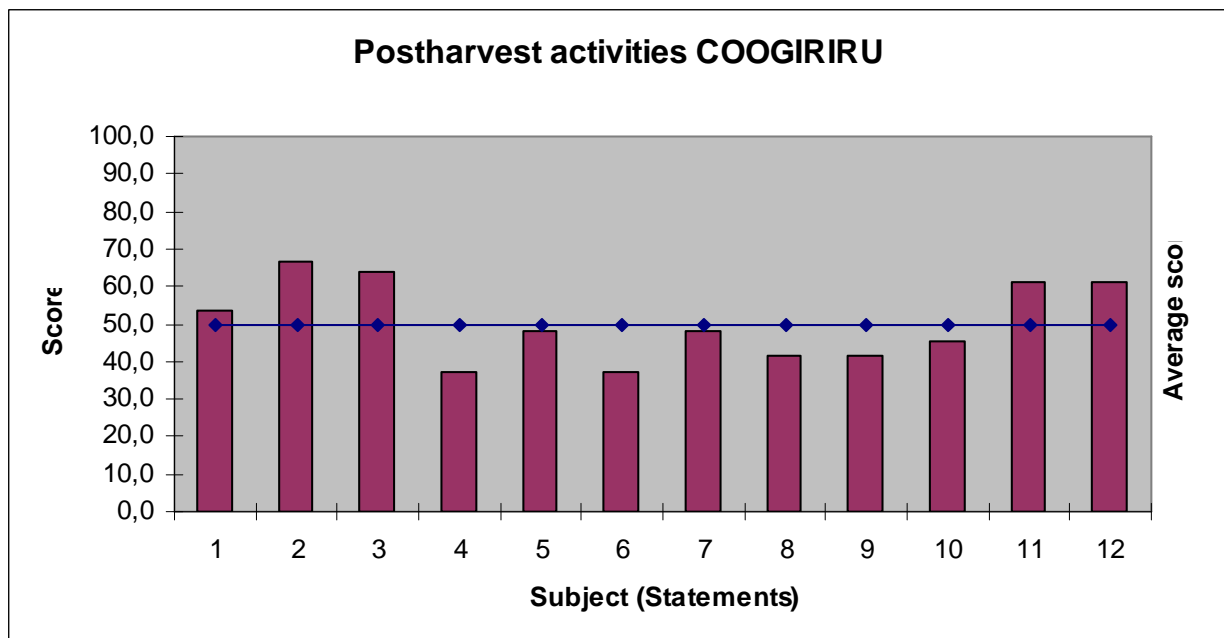


Figure 16



Remarks: Very low average score 60%: 7,4; 7,5; 7,6; 7,7; 7,8; 7,9; 7,10 scored very low.

Questions: Why

suggestions: From members

#### 4.3. Stakeholder collaboration

Figure 17

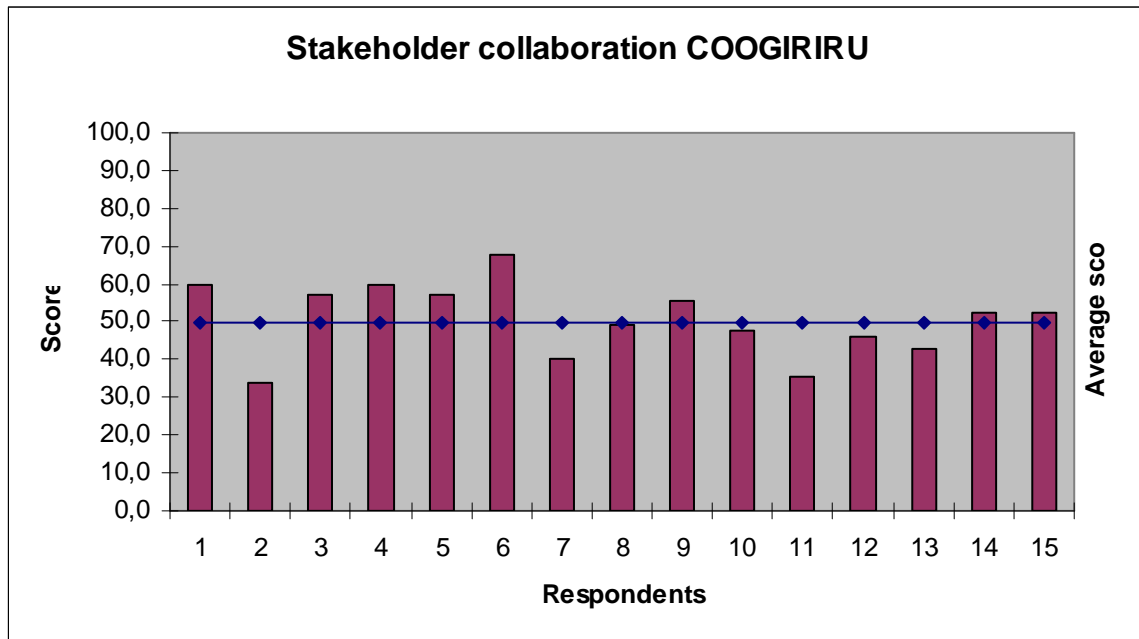
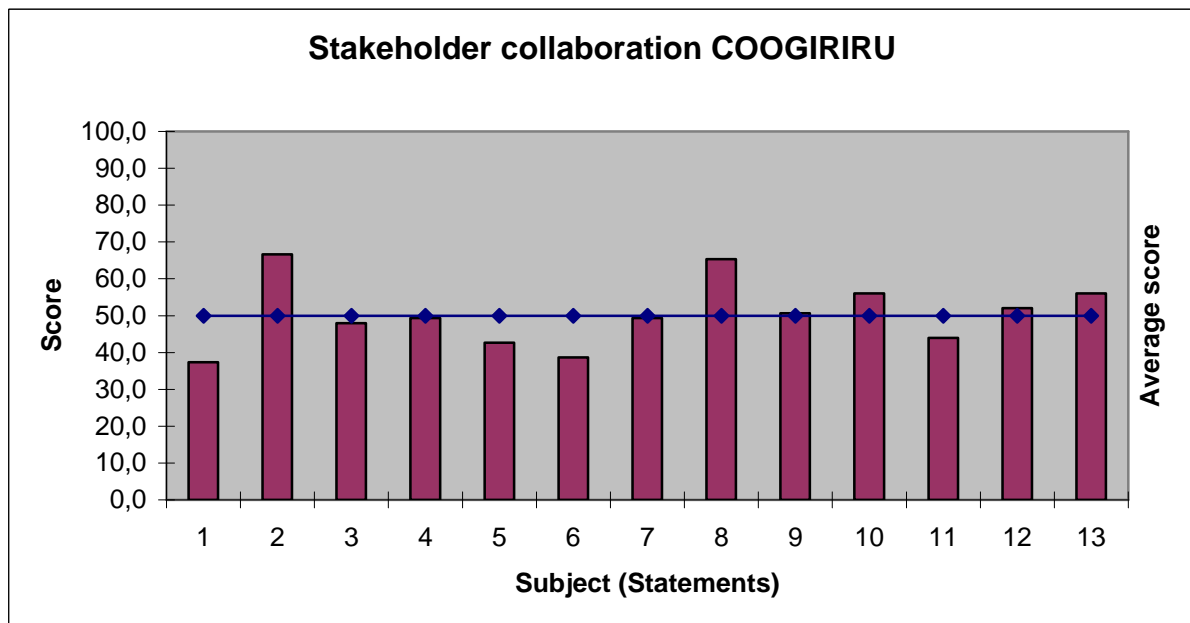


Figure 18



Remarks: Very low average score 50%, too low in 8,1; 8,3; 8,4; 8,5; 8,6; 8,7; 8,11

Questions: Explain such why

suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed: See the remarks too.

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that COOGIRIRU farmers need to give priority attention to the following subjects :

- The whole agribusiness industry
- About some remarks in the internal organizational clusters

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

**2.2 Cooperative: COSCOPA**

District: Bugesera

Commodity: Rice

Date of self-assessment 10 Aug. 2009

## COSCOPA Results

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

<b>List of content .....</b>	<b>2</b>
<b>1. Questionnaires.....</b>	<b>3</b>
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1.2 Questionnaire about cassava.....	8
<b>2. Self-assessment results.....</b>	<b>12</b>
2.1 Cooperative COGIRURU.....	13
2.2 Cooperative: COSCOPA.....	29
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## 1. Introduction

On 10 July 2009, Committee members and ordinary members of COSCOPA invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

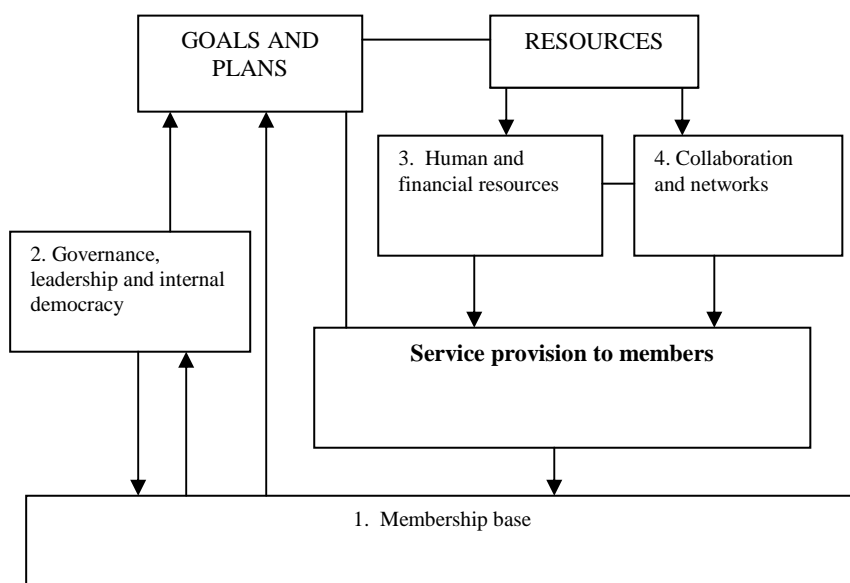
Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc).

If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, COSCOPA roughly perceive themselves.

## 2. The mirror: overall overview of the results

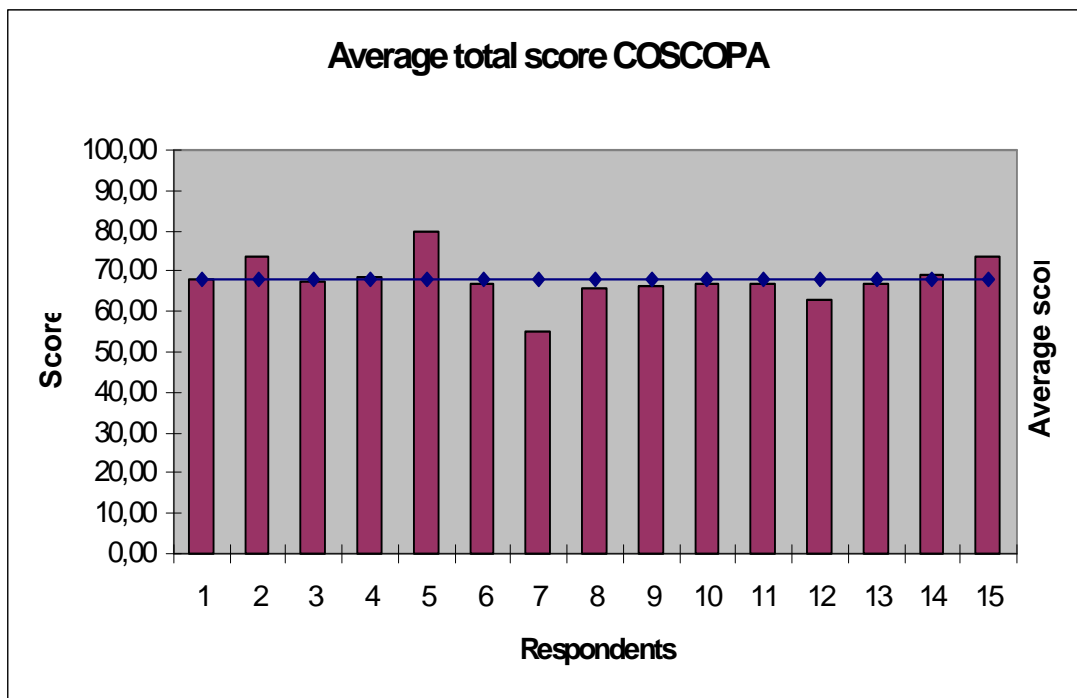
### 2.1. Total average scores

After data entry, it appears that the members of COSCOPA gave an average score of 68%.

This is a medium average score. The individual total scores ranged from 55 to 80% as is shown in figure 1.

This high variation may indicate two things: (i) members may have a huge disagreement over the performance of their cooperative or (ii) or simply, some participants severely and critically score against their cooperative whereas others don't. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;



Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

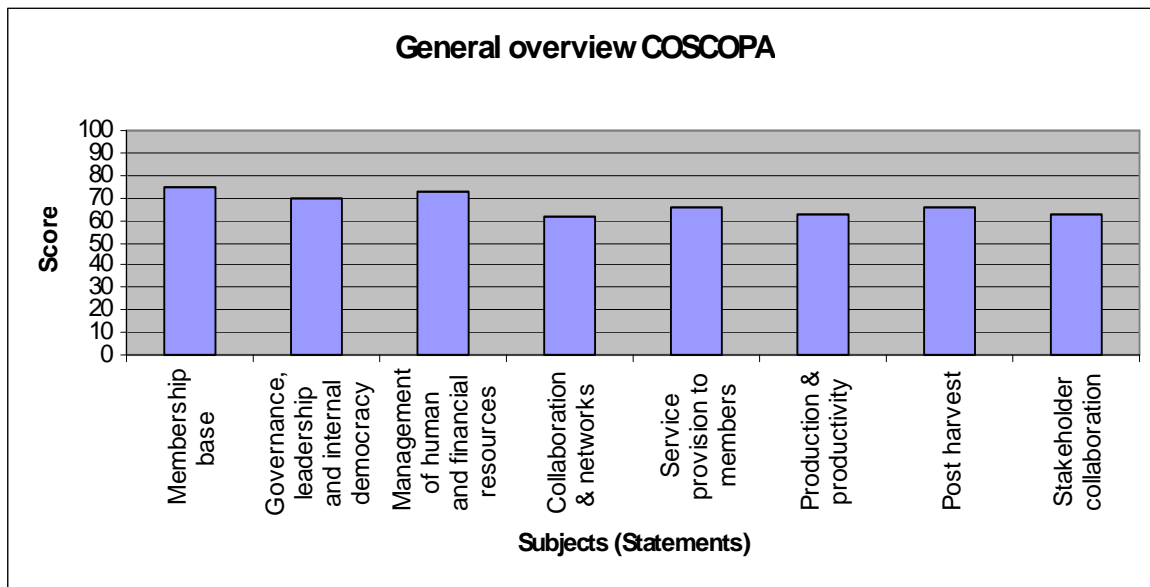
More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters' scores range between 62% and 75 %. Meaning that there not much difference score between clusters. this shows that participants understand the performance of the cooperative in different clusters at least around the general average 68%.



Clusters	Results		
<i>Membership base</i>	75	☺	<i>The highest score. Not an area of concern.</i>
<i>Governance, leadership and democracy</i>	70	☺	<i>High score. Not an area of very high concern</i>
<i>Management of human and financial resources</i>	73	☺	<i>High score. Not an area of very high concern</i>
<i>Collaboration and networks</i>	62	☹	<i>Clearly one of the lowest scores. There seem to be some serious points of the highest concern. Some issues are likely to need further analysis and/or action</i>

Service provision to members	66	☺	<i>Around the average score, effort for improvement is needed.</i>
Production and productivity	63	☺	<i>Around the average score, effort for improvement is needed.</i>
Production and productivity	66	☺	<i>Around the average score, effort for improvement is needed..</i>
Stakeholder collaboration	63	☺	<i>Around the average score, effort for improvement is needed. There seem to be some serious points of the highest concern</i>

## 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 68%. The average score for the perception of agribusiness development is lower: 64%.

<b>Clusters</b>	<b>Average score</b>	<b>Highest score</b>	<b>lowest score</b>	<b>level of agreement</b>
1. Membership base	75	100	62	11
2. Governance, leadership and internal democracy	70	89	48	11
3. Management of human and Financial resources	73	88	48	11
4. Collaboration and networks	62	88	35	16
5. Service provision to members	66	75	49	9
<i>Perception of organizational performance</i>	<i>70</i>	<i>80</i>	<i>58</i>	<i>5</i>
6. Production and productivity	63	75	40	8
7. Post harvest activities	66	85	52	10
8. Stakeholder collaboration	63	85	45	11
<i>Perception of agribusiness development</i>	<i>64</i>	<i>79</i>	<i>51</i>	<i>6</i>
<b>TOTAL AVERAGE SCORE</b>	<b>68</b>	<b>80</b>	<b>55</b>	<b>5</b>

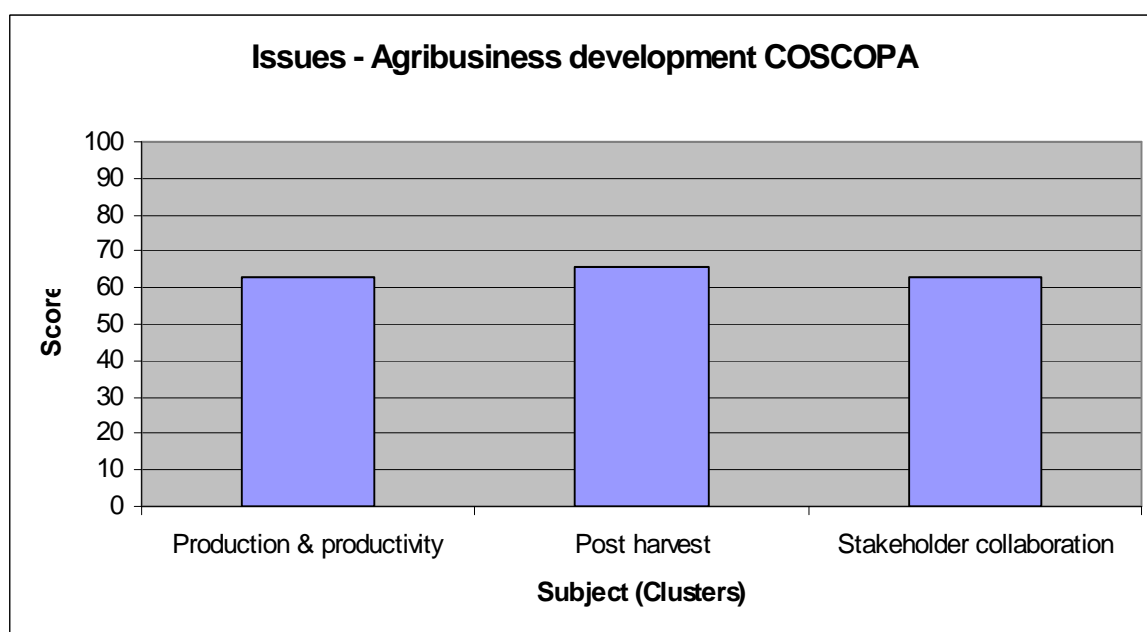
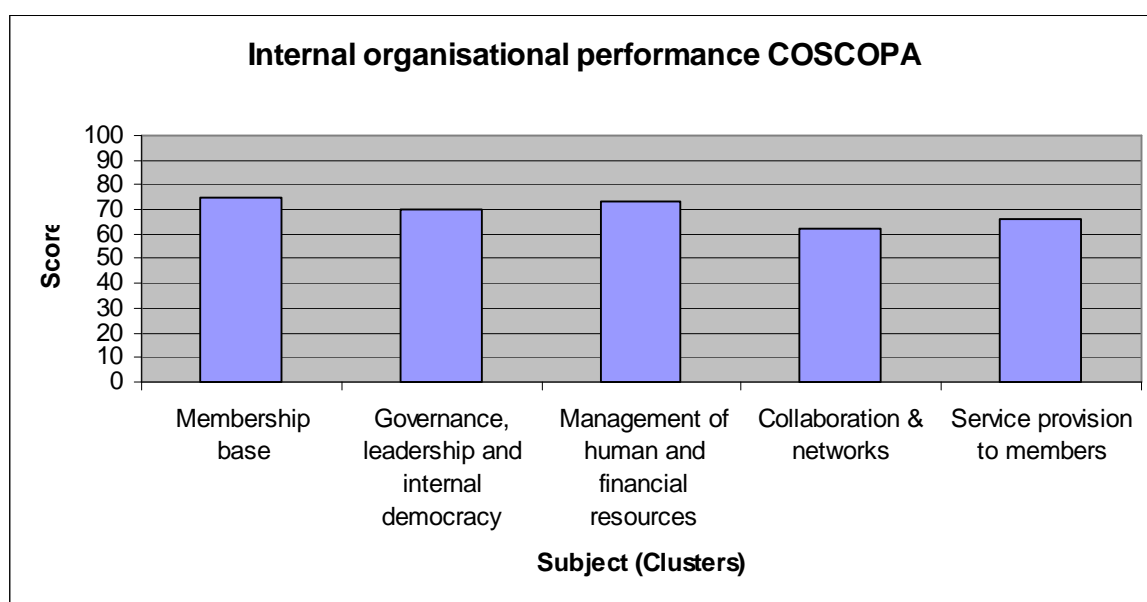
*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like membership base the highest score is very high with 100% and the lowest score of this cluster is 62; and the standard deviation is 11. This may indicate that the level of internal agreement in this cooperative is very low. Collaboration and networks shows the highest level of disagreement whereby the standard deviation is 16. In this case, some respondents probably lacked critical attitude as they score the maximum. The level of agreement of the internal organization performance is higher with 5 of the standard deviation. An interesting

slogan in this context is: “Good is the enemy of better”. It is however understandable that it is not easy to critically score one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development COSCOPA in the staple food crops production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 70 % score higher in relation with the

average of the general perception 68%. The clusters in agribusiness development with average of 64 score lower. However the difference between averages in these cooperative is relatively small. This may mean that members of this cooperative still need to perform better especially in the agribusiness development aspects.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

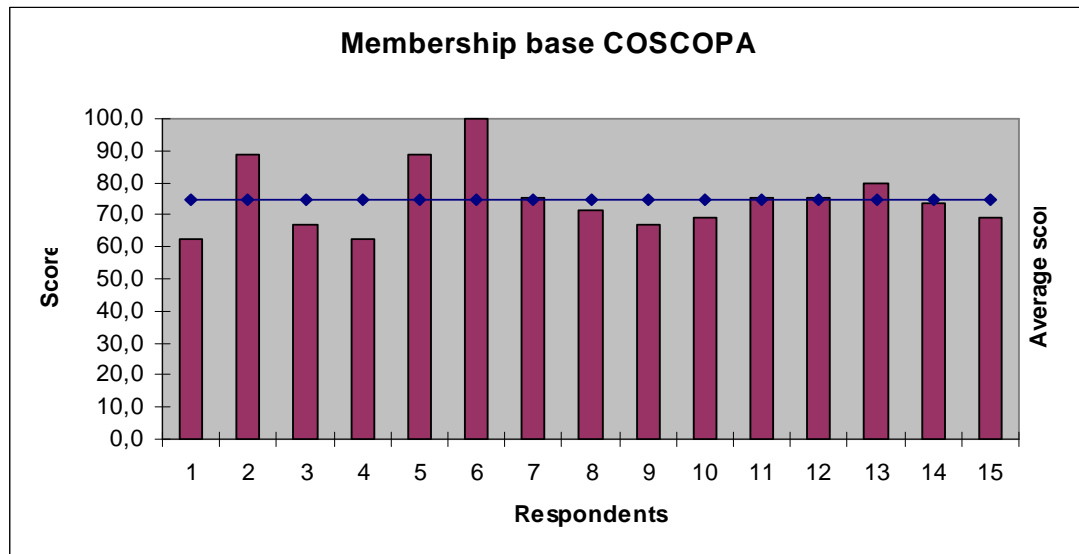
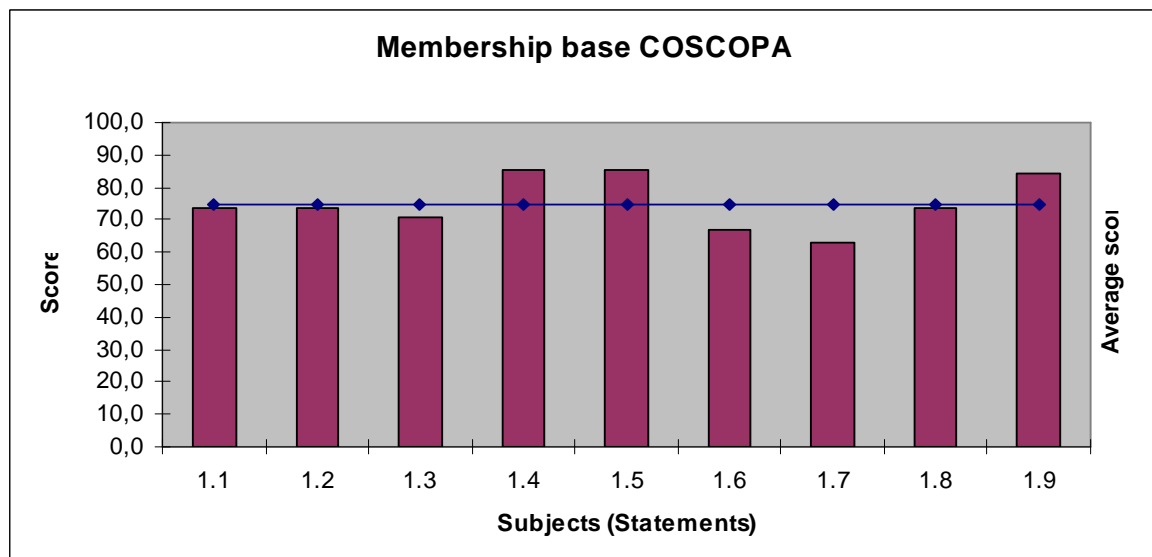


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of COSCOPA:



Remarks: high average score Issues of discussion: 1; 2; 3; 6; 7 and 8, questions: Wh these scores?

Suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

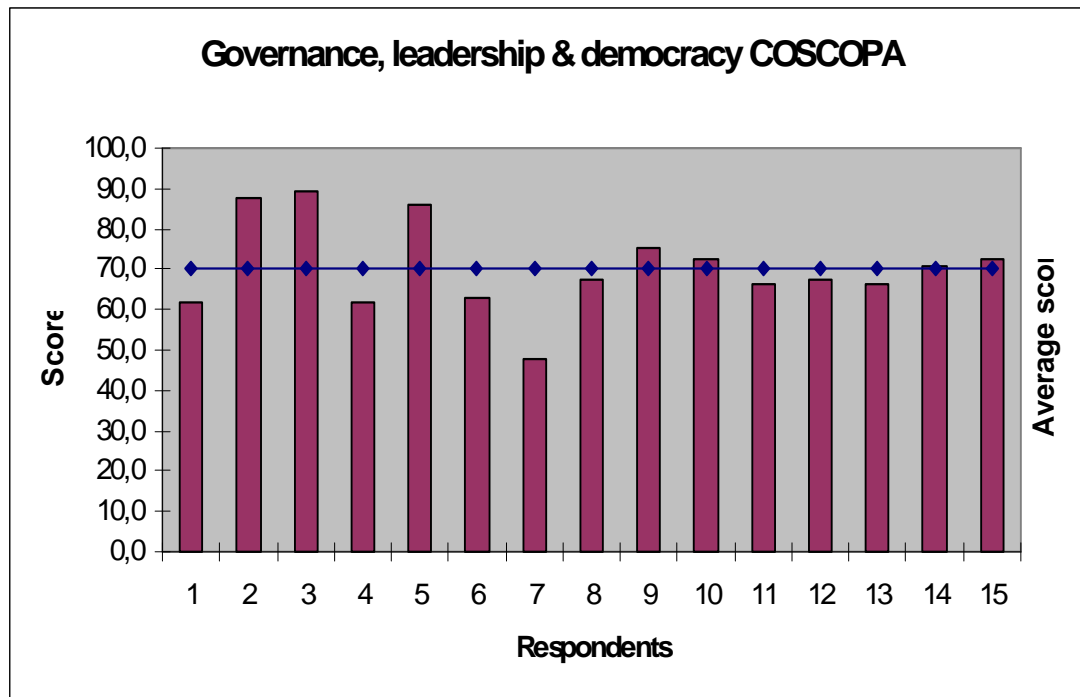
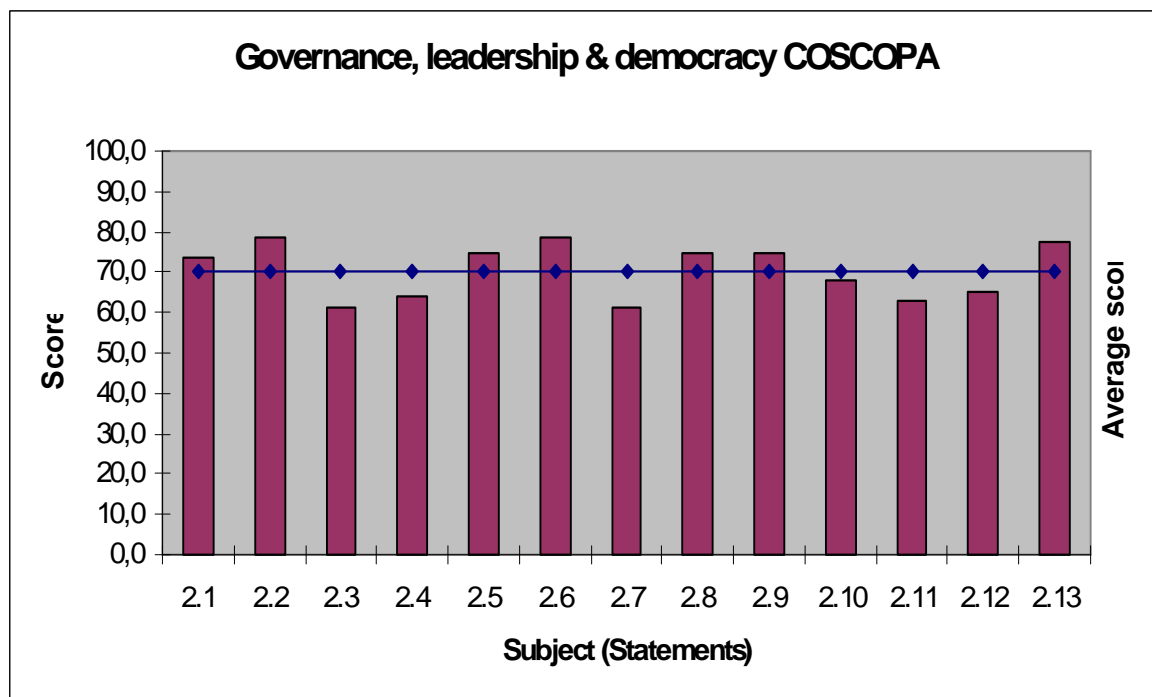


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of COSCOPA:



Remarks,: members are relatively happy; problems with issues of discussion: 3; 4; 7; 10; 11 and 12. Questions How can you improve?  
suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

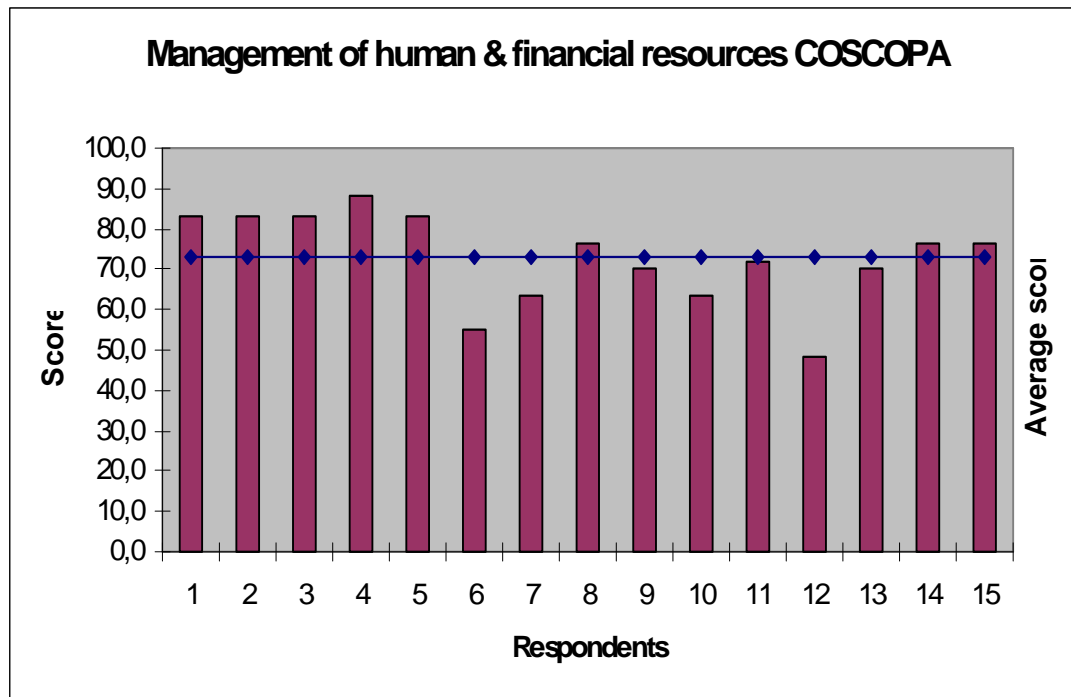
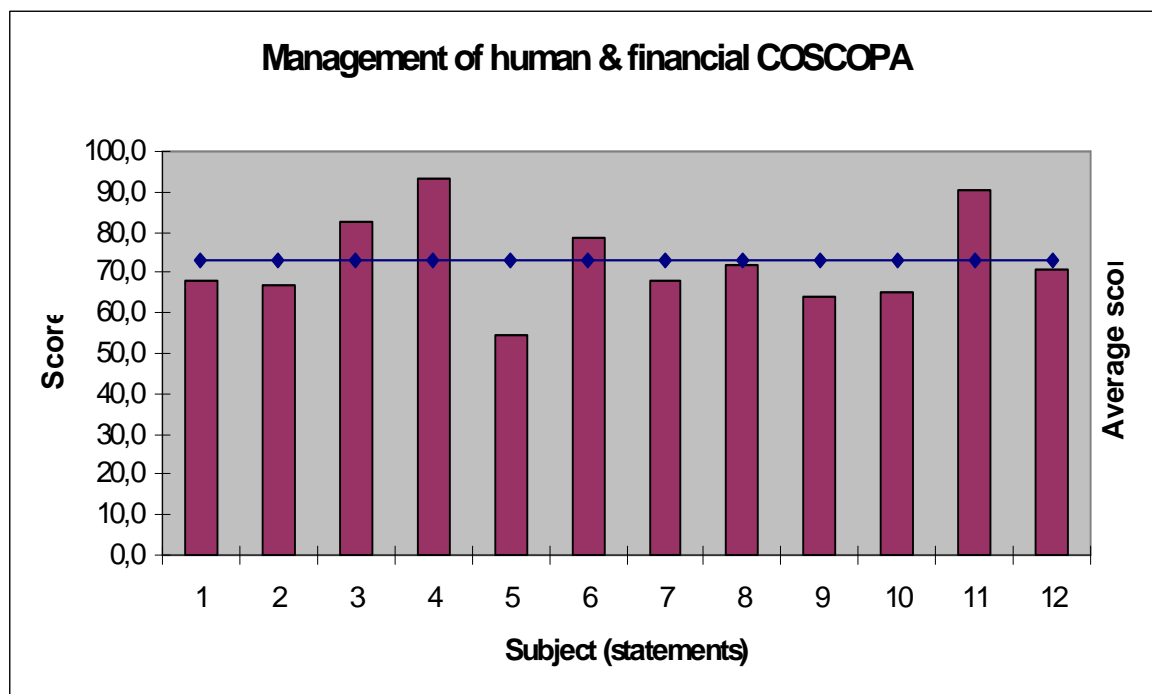


Figure 8 shows the scores for each statement :



Remarks: medium average score but improvement in 1; 2; 5; 7; 8; 9; 10 and 12 questions, What can be done?

suggestions:

### 3.4. Collaboration and Networks

Figure 9

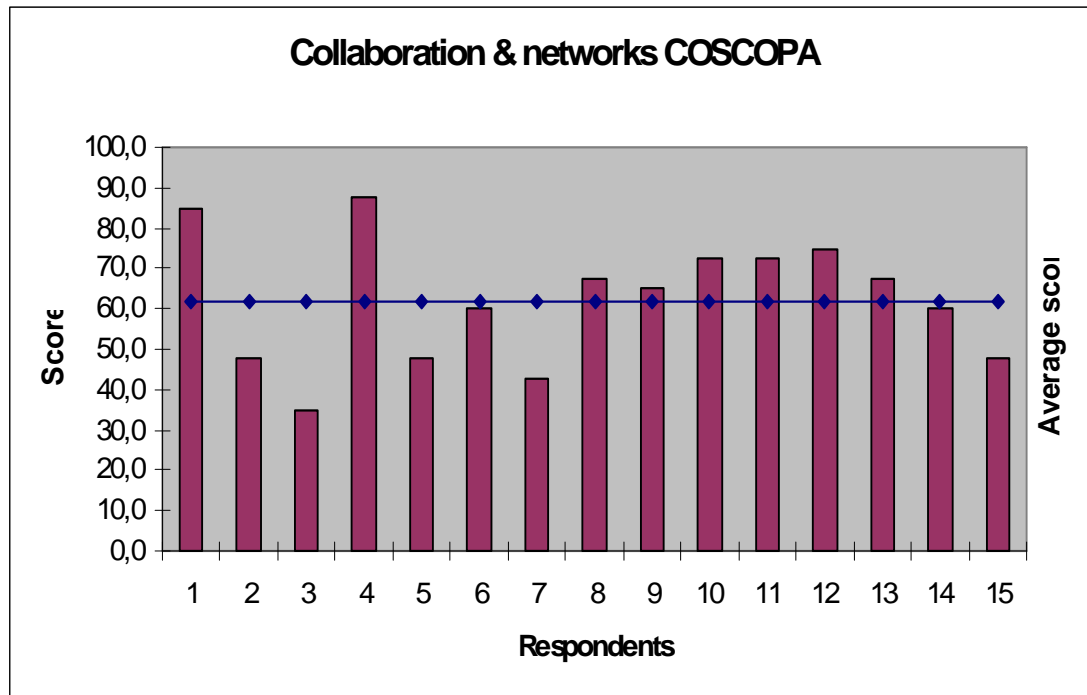
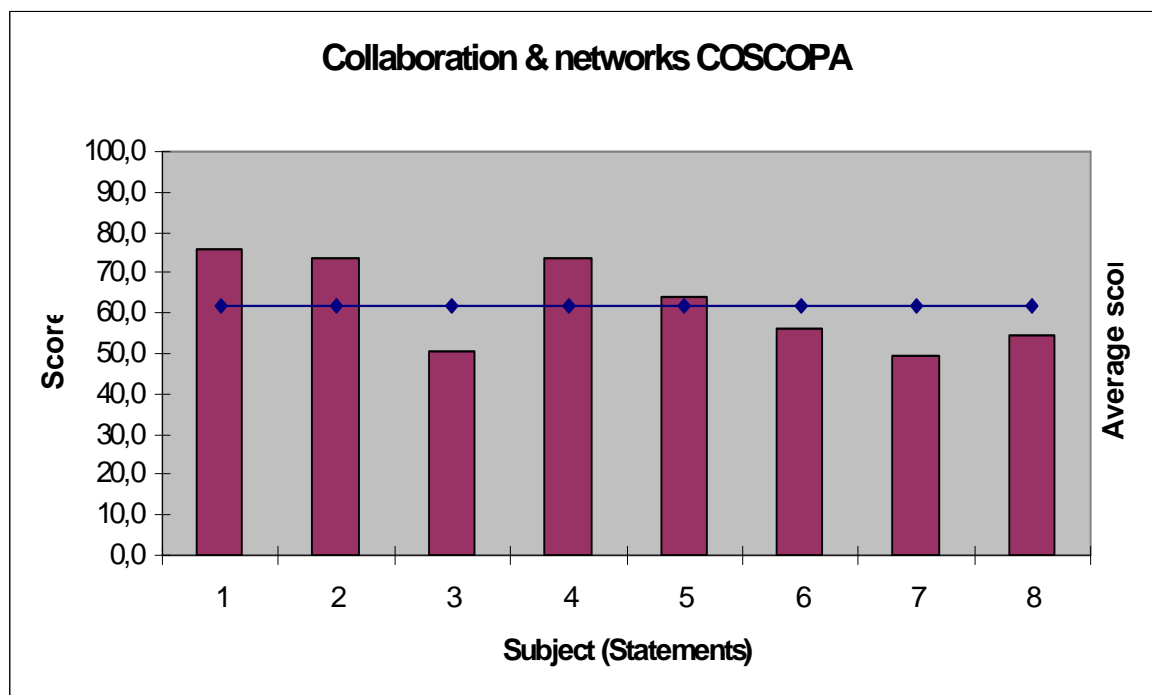


Figure 10



Remarks relatively medium average score and Issues of discussion: 3; 6; 7; and 8 questions How can you improve?

Suggestions:

### 3.5. Service provision to members

Figure 11

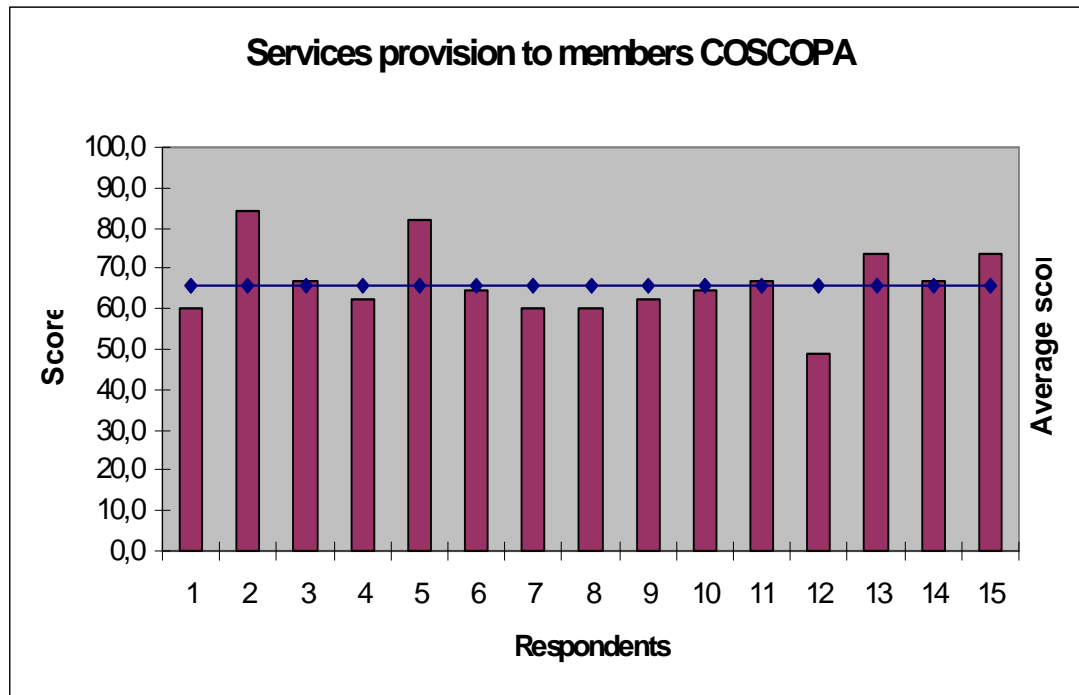
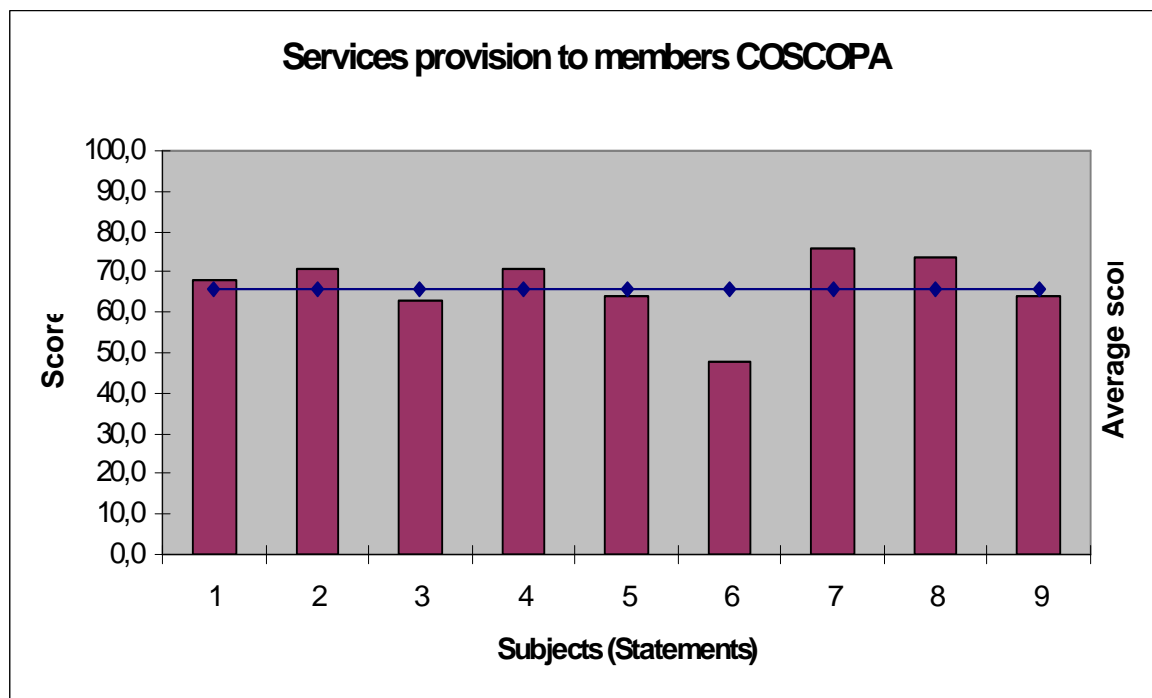


Figure 12



Remarks: medium average score issues of discussion: 3; 5; 6; and 9;

Questions: what do you suggest as cure?

Suggestions :



#### 4. Perception of agribusiness development in staple food crops (cassava area)

##### 4.1. Production and productivity

Figure 13

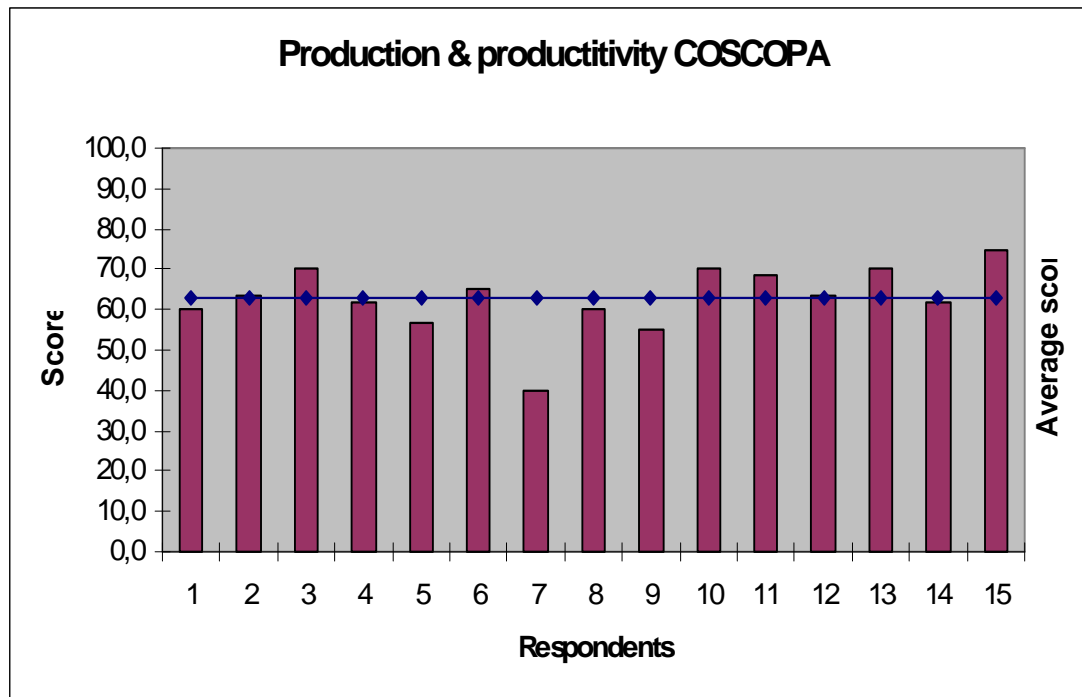
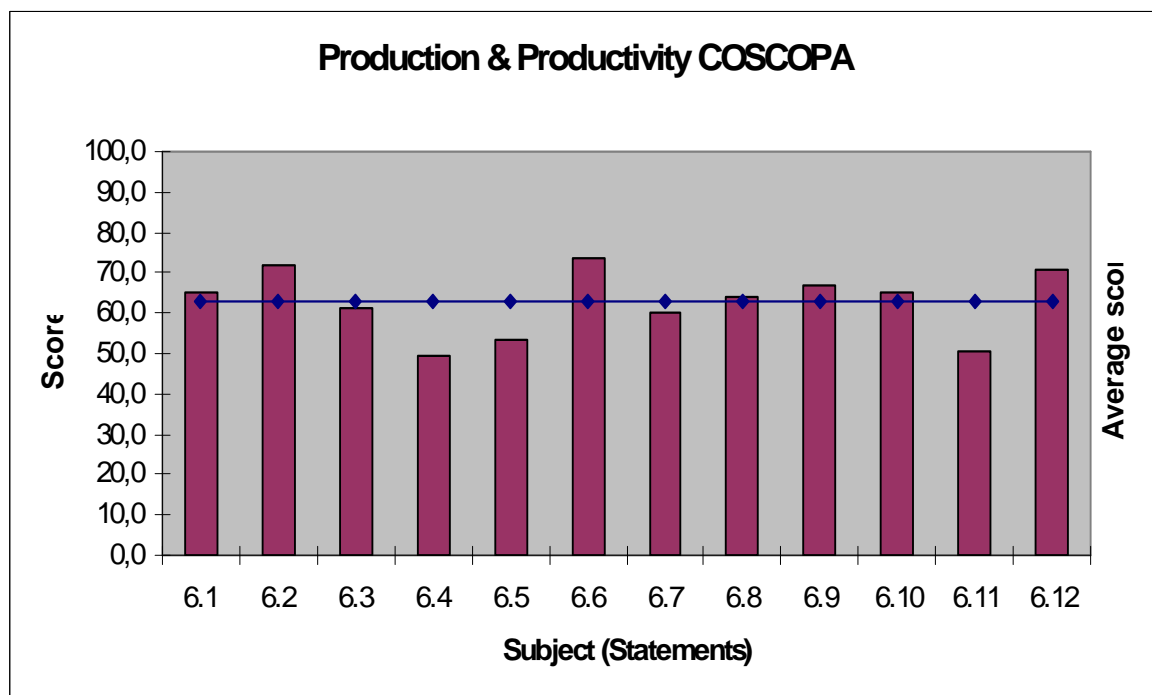


Figure 14



Remarks: not high average score; Issues of discussion: 3; 4; 5; 7 and 11

Questions: What are the causes of low performance?

suggestions:

## 4.2. Post harvest activities

Figure 15

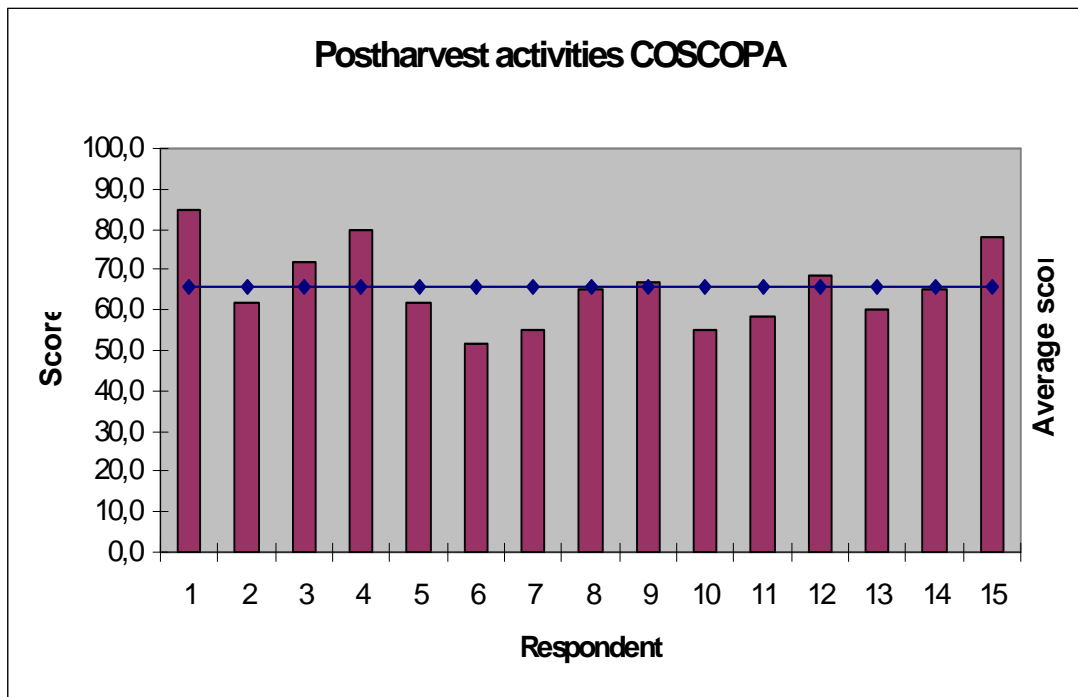
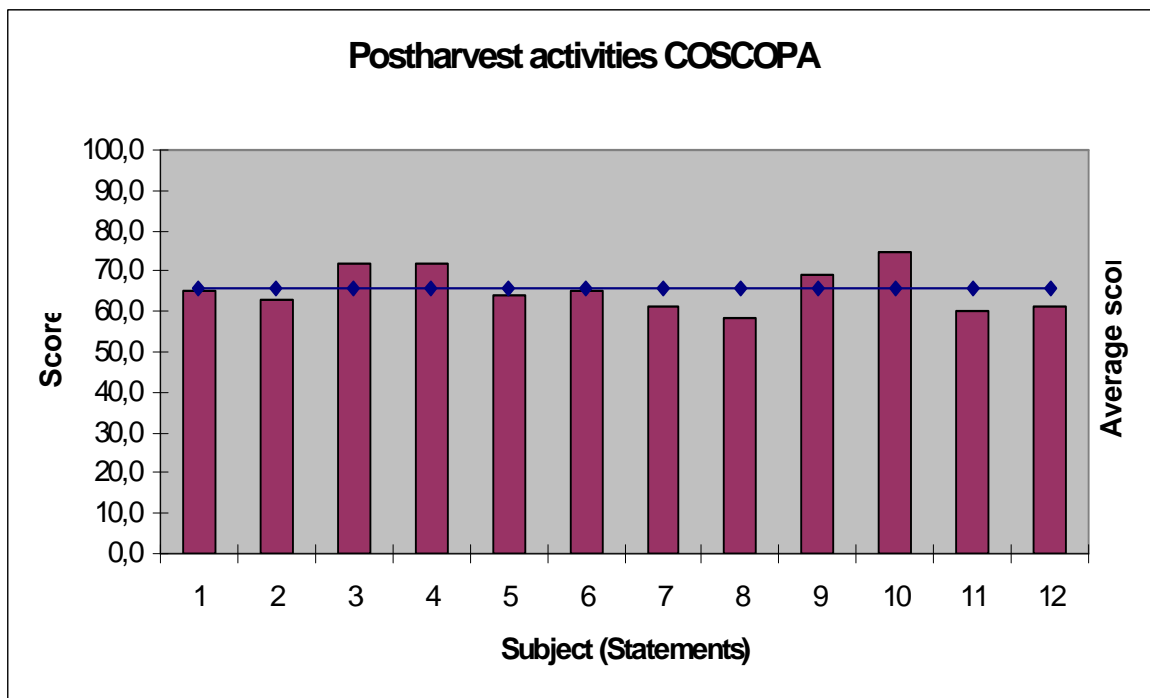


Figure 16



Remarks Issues of discussion: 2; 5; 6; 7; 8; 11; and 12

Questions: How best to improve?

,uggestions:

#### 4.3. Stakeholder collaboration

Figure 17

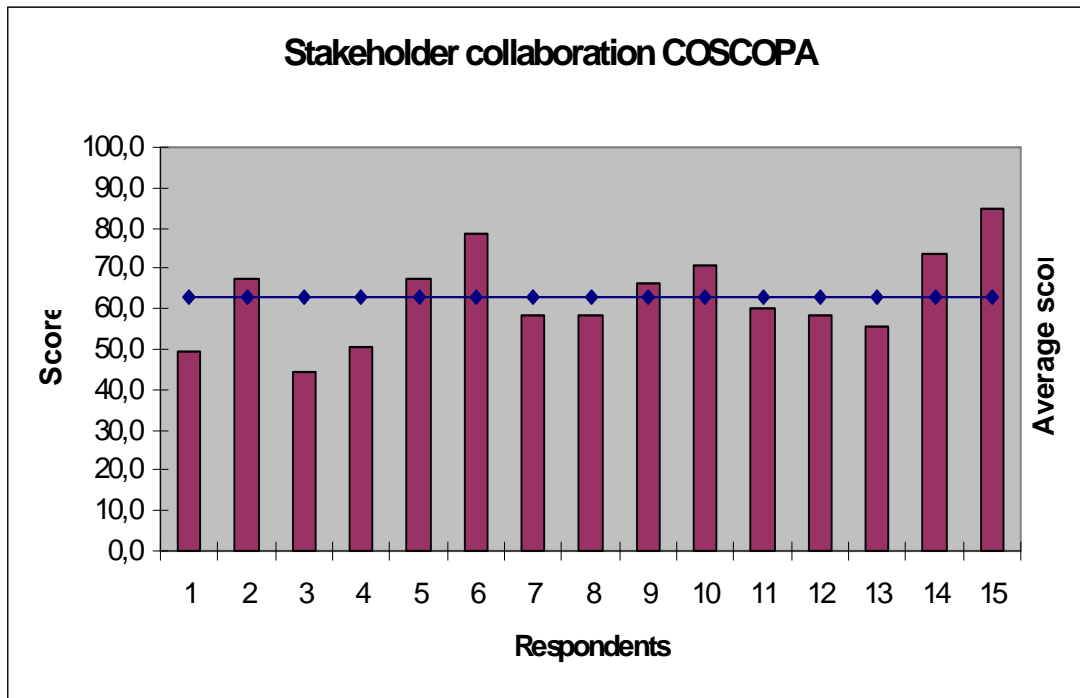
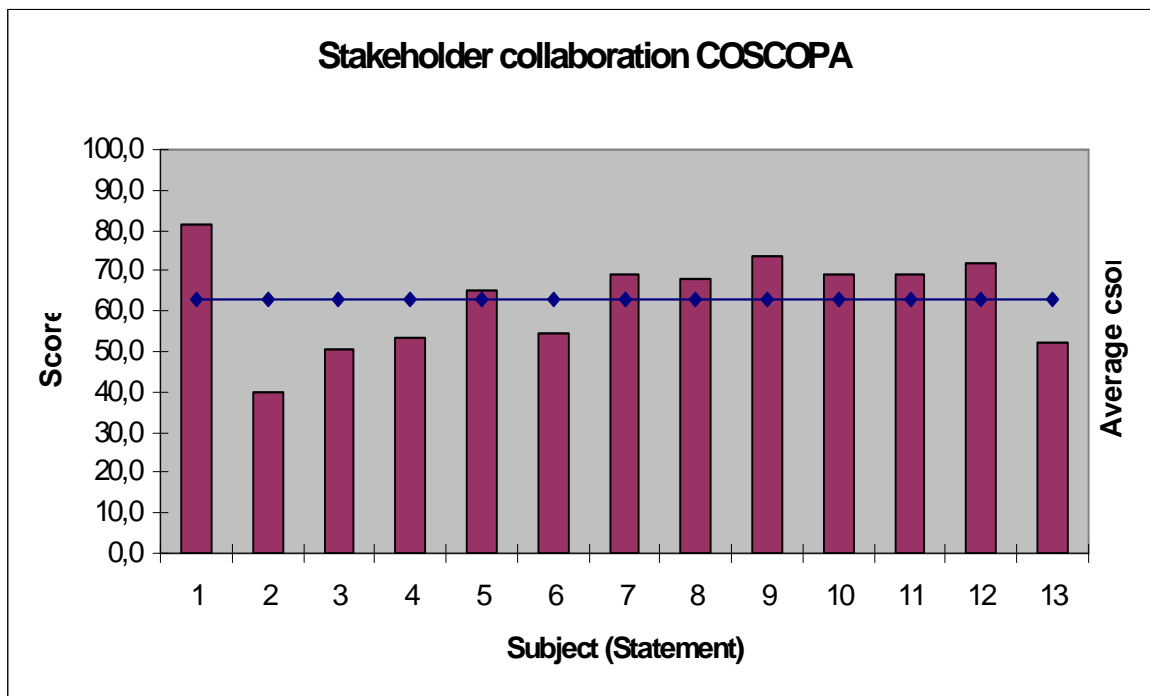


Figure 18



Remarks: Issues of discussion: 2; 3; 4; 6; and 13

Questions why so high in 1

, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that COSCOPA farmers need to give priority attention to the following subjects :

....Production and productivity, post harvest and Stakeholder collaboration

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

### 2.3 Cooperative: Abahuzabushake

District Bugesera

Commodity: Rice

Date of self-assessment: 7 Aug. 2009

## ABAHUZABUSHAKE Results

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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### 1. Introduction

On 7 August 2009, the Committee members and ordinary members of ABAHUZABIKORWA invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters:

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

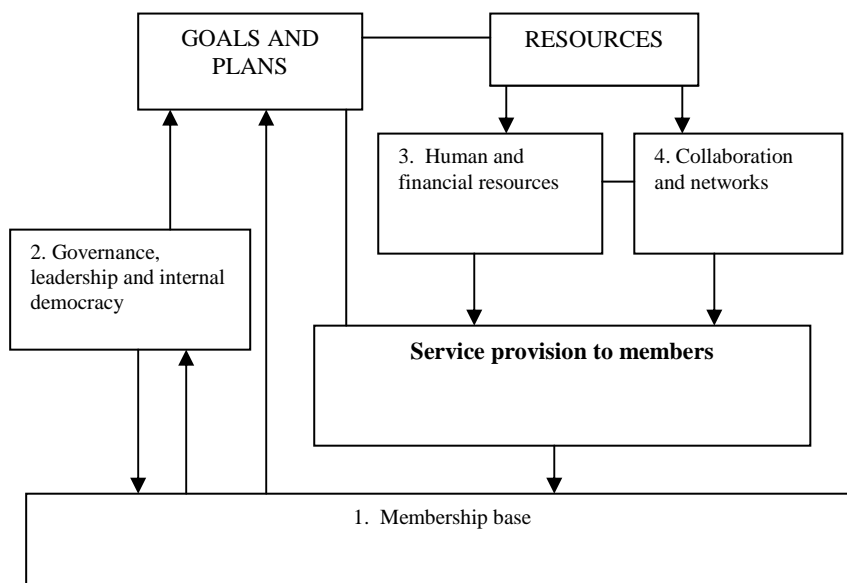
For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner.

In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc).

If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, ABAHUZABIKORWA roughly perceive themselves.

## 2. The mirror: overall overview of the results

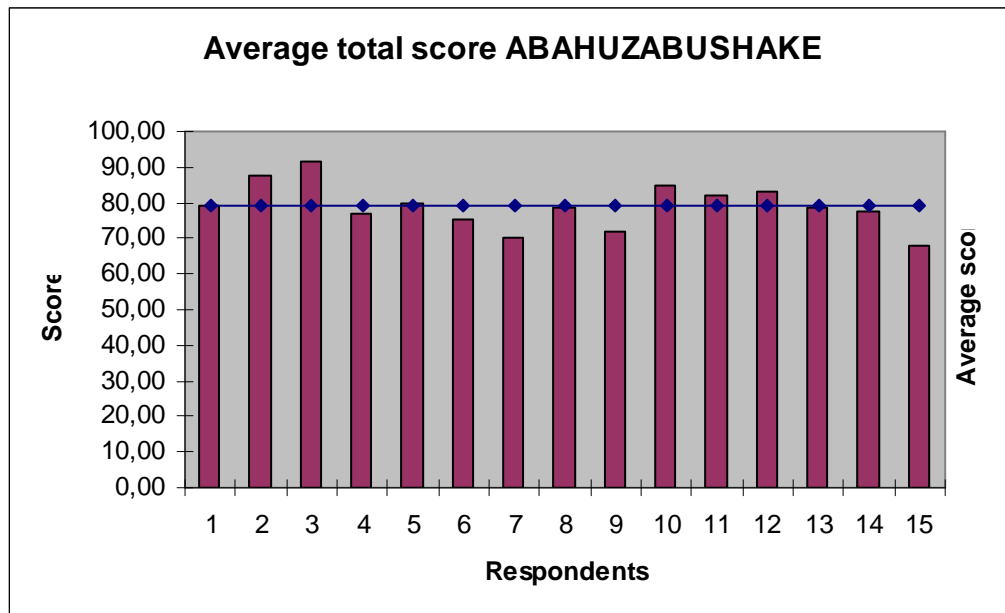
### 2.1. Total average scores

After data entry, it appears that the members of ABAHUZABIKORWA gave an average score of 79%.

This is a high average score. The individual total scores ranged from 68 to 92% as is shown in figure 1.

This high variation may indicate two things: (i) participants may have a huge disagreement over the performance of their cooperative or (ii) simply, some participants severely score against their cooperative whereas others don't. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

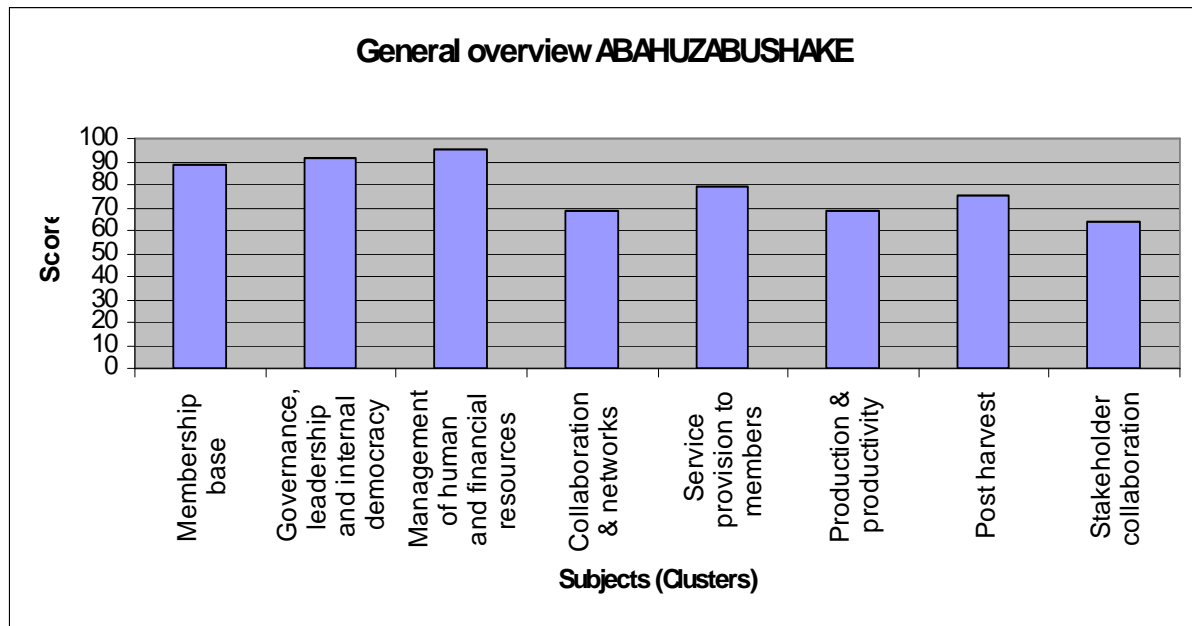
Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.



### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:  
Figure 2



### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters' scores range between 64% and 95%. There is a large difference of score between clusters. In addition, this shows that participants diverge a lot in understanding the performance of their cooperative through different clusters or aspects.

Clusters	Results		
<i>Membership base</i>	89	😊	<i>The highest score. Not an area of high concern</i>
<i>Governance, leadership and democracy</i>	91	😊	<i>High score. Not an area of high concern</i>
<i>Management of human and financial resources</i>	95	😊	<i>High score. Not an area of very high concern</i>
<i>Collaboration and networks</i>	69	😞	<i>One of the lowest scores. There seem to be some serious points of the highest concern. Some issues are likely to need further analysis and/or action</i>
<i>Service provision to members</i>	79	😊	<i>Around the average score, effort for improvement is needed.</i>
<i>Production and productivity</i>	69	😊	<i>High score. Not an area of very high concern</i>
<i>Post harvest</i>	75	😞	<i>Clearly the lowest scores. There seem to be some</i>

activities			serious points of the highest concern. Some issues are likely to need further analysis and/or action
Stakeholder collaboration	64	☹	One of the lowest scores. There seem to be some serious points of the highest concern. Some issues are likely to need further analysis and/or action

## 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 86%. The average score for the perception of agribusiness development is lower: 69%.

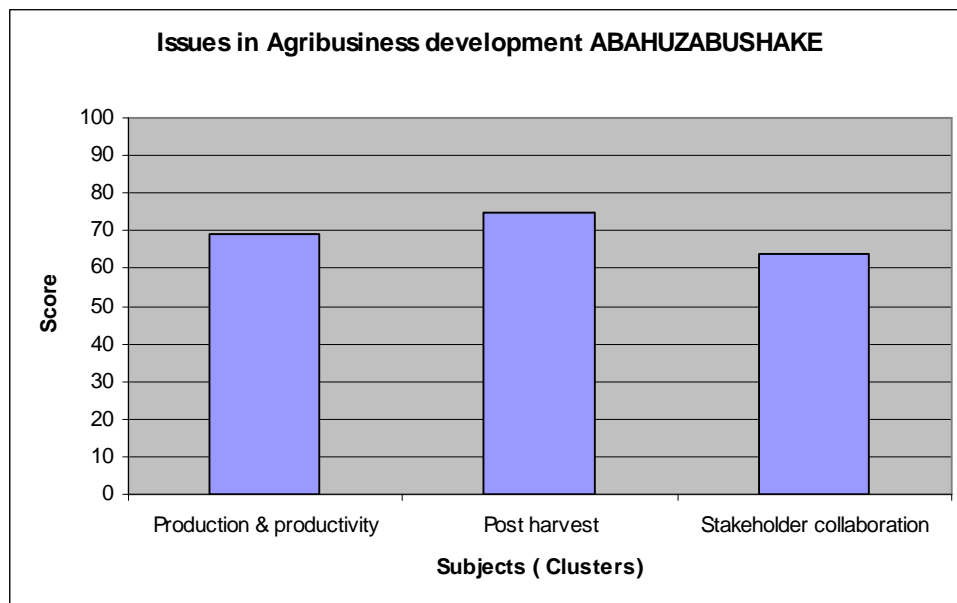
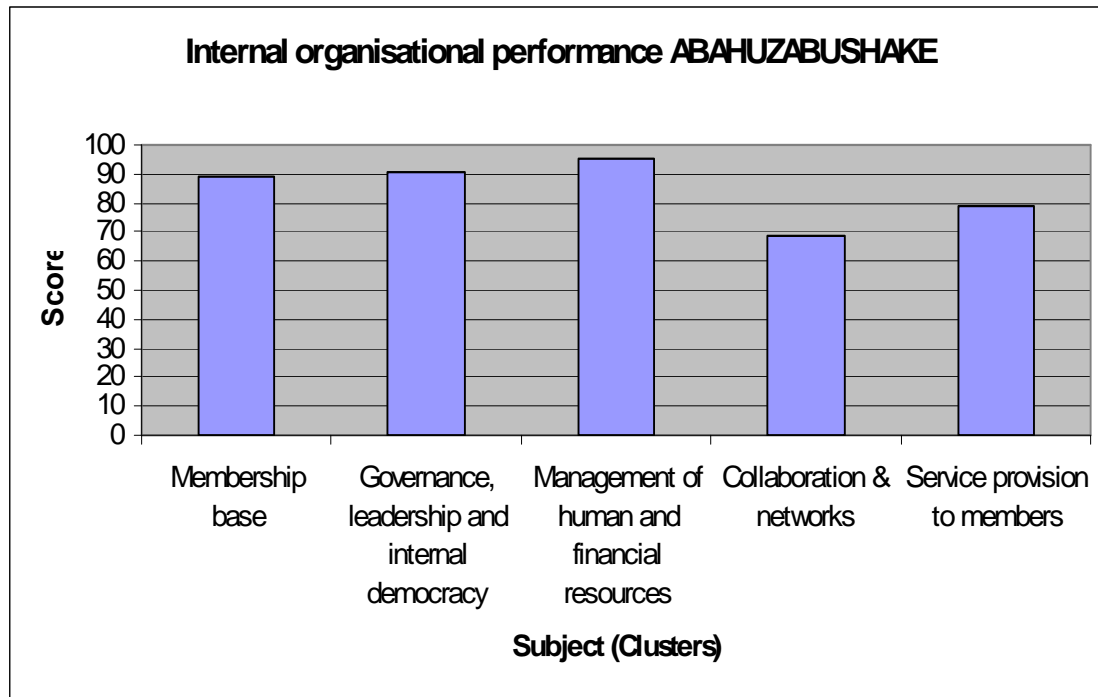
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	89	96	80	5
2. Governance, leadership and internal democracy	91	100	63	9
3. Management of human and Financial resources	95	100	83	5
4. Collaboration and networks	69	88	43	13
5. Service provision to members	79	98	56	11
<i>Perception of organizational performance</i>	86	95	76	5
6. Production and productivity	69	88	47	12
7. Post harvest activities	75	92	60	11
8. Stakeholder collaboration	64	86	28	19
<i>Perception of agribusiness development</i>	69	88	48	13
TOTAL AVERAGE SCORE	79	92	68	6

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that Governance, leadership and internal democracy and Management of human and Financial resources (clusters of statements) scored the highest possible 100% and the lowest score of this clusters are respectively 63 and 83. The standard deviation in management of human and financial resources is 5. This may indicate that the level of internal agreement for this cluster is high. However, the stakeholder collaboration has the lowest level of agreement 19. This means that there is a lot of divergence among the members of ABAHUZABIKORWA about the performance in this cluster. In this case, some respondents probably lacked critical attitude. Others may be too critical. The level of agreement is far lower (5) internal organization performance than in agribusiness development (11). An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically score one's own group or organization. At the same time it is clear that the level of agreement in organizational performance is much higher than in agribusiness development.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development ABAHUZABIKORWA in the staple food crops production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 86 % score higher in relation with agribusiness development with average of 69. This may clearly mean that members

of this cooperative are concerned with the their general performance, especially in the agribusiness development.

### 3. Perception of organizational performance

#### 3.1. *Membership base*

Figure 3 shows the diversity in how the different zones perceive the membership base:

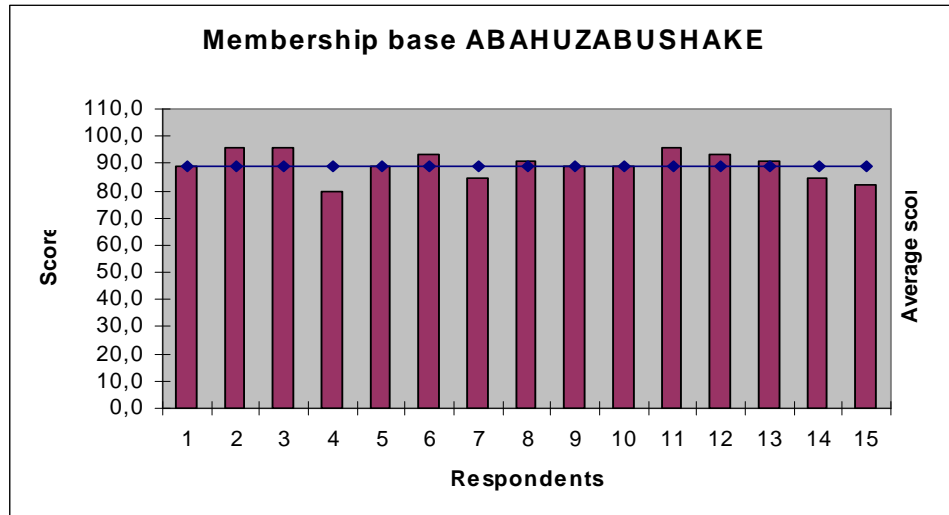
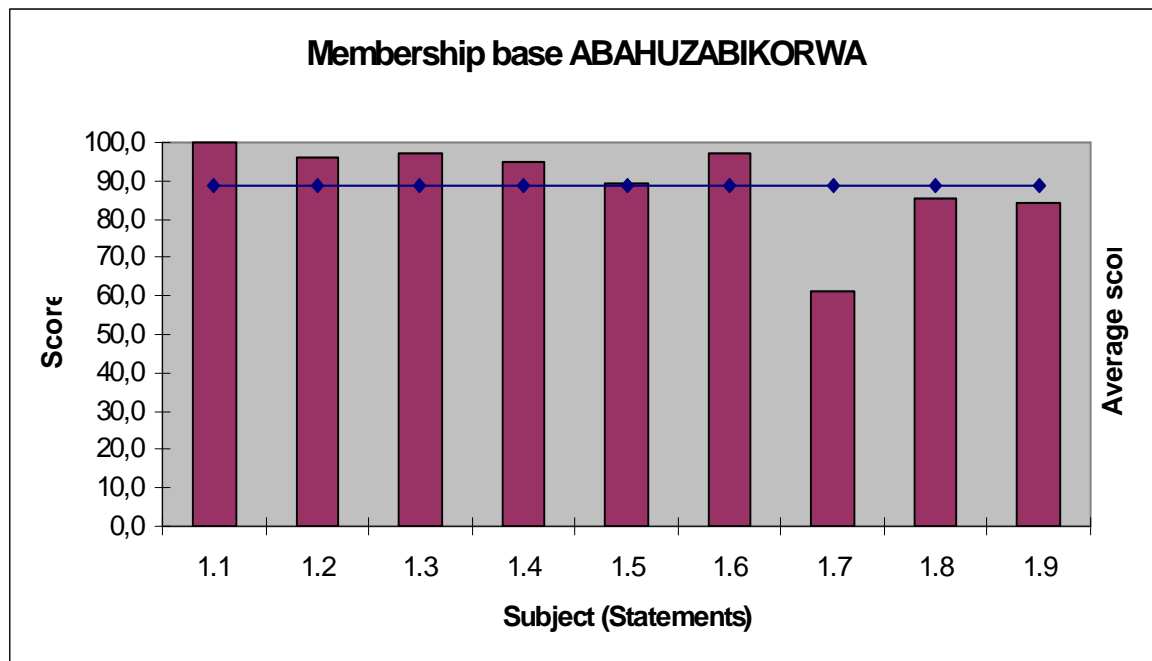


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of ABAHUZABIKORWA:



Remarks, questions, suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

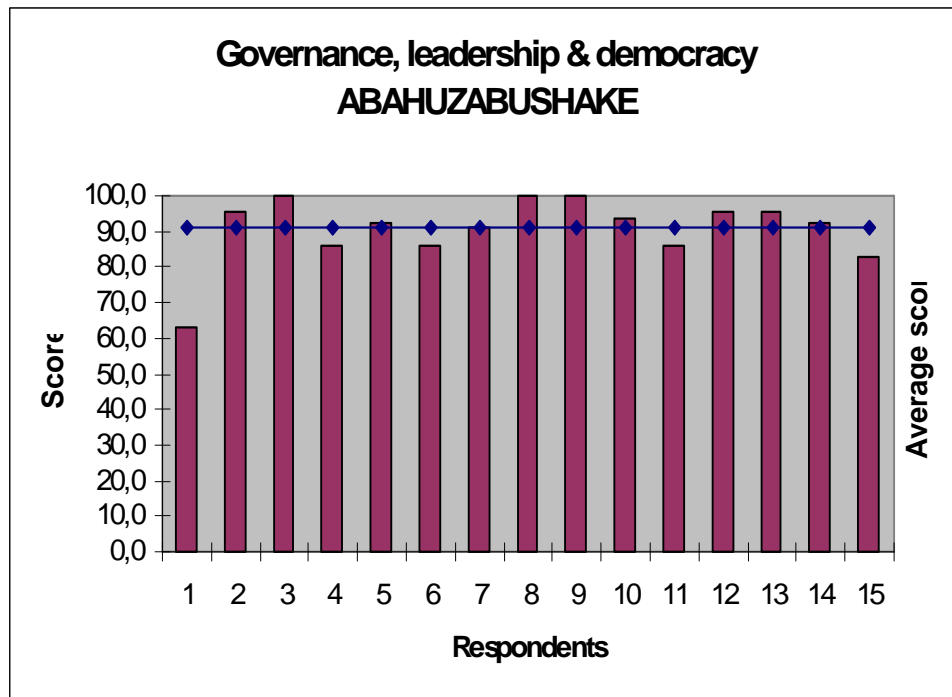
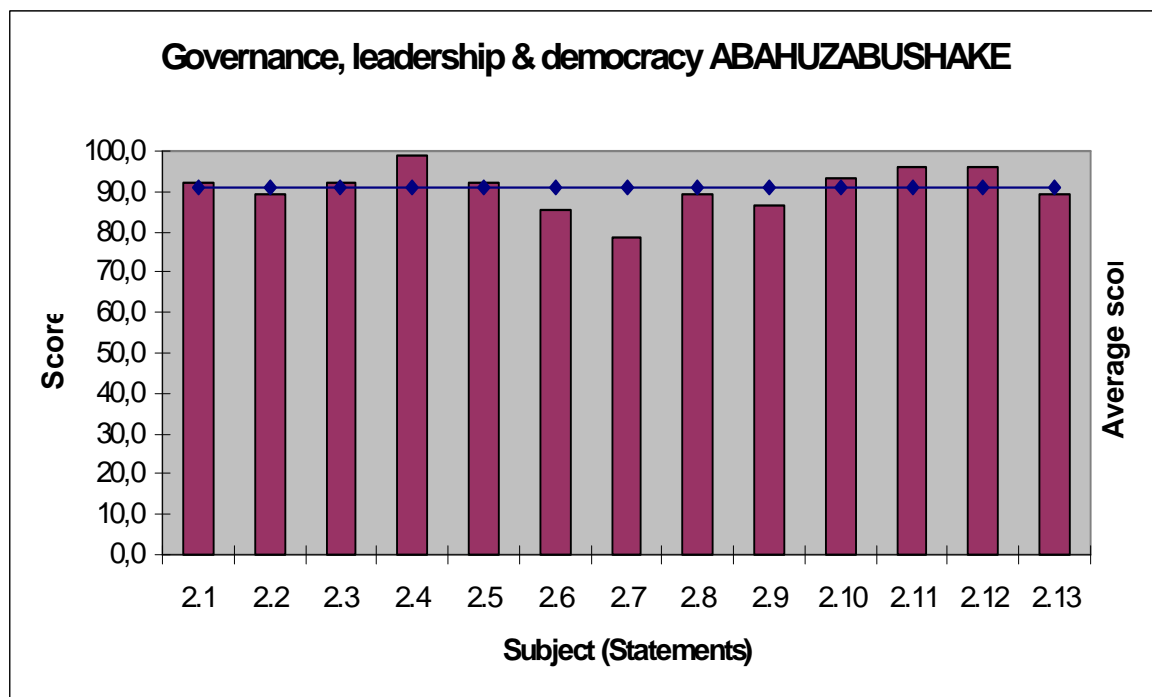


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of ABAHUZABIKORWA:



Remarks, questions, suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

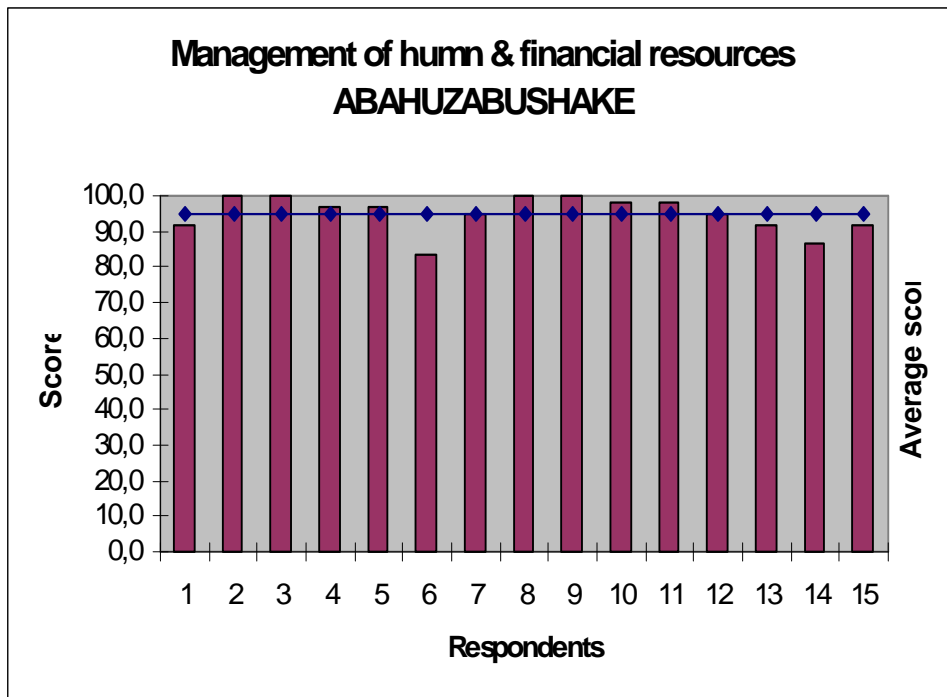
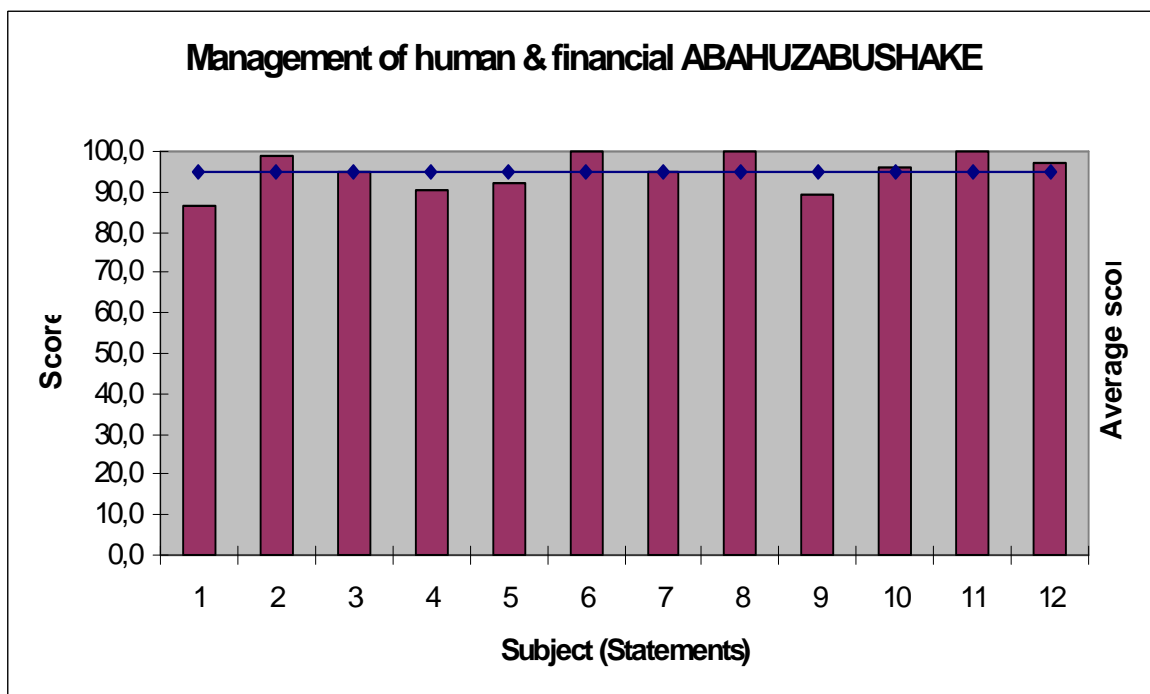


Figure 8 shows the scores for each statement:



Remarks, questions, suggestions:

### 3.4. Collaboration and Networks

Figure 9

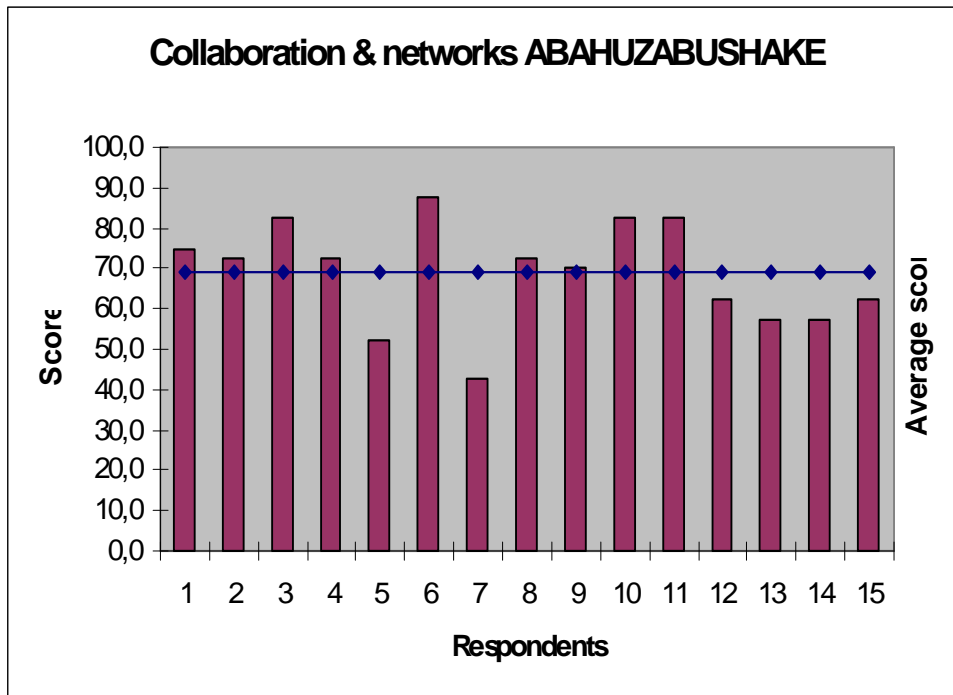
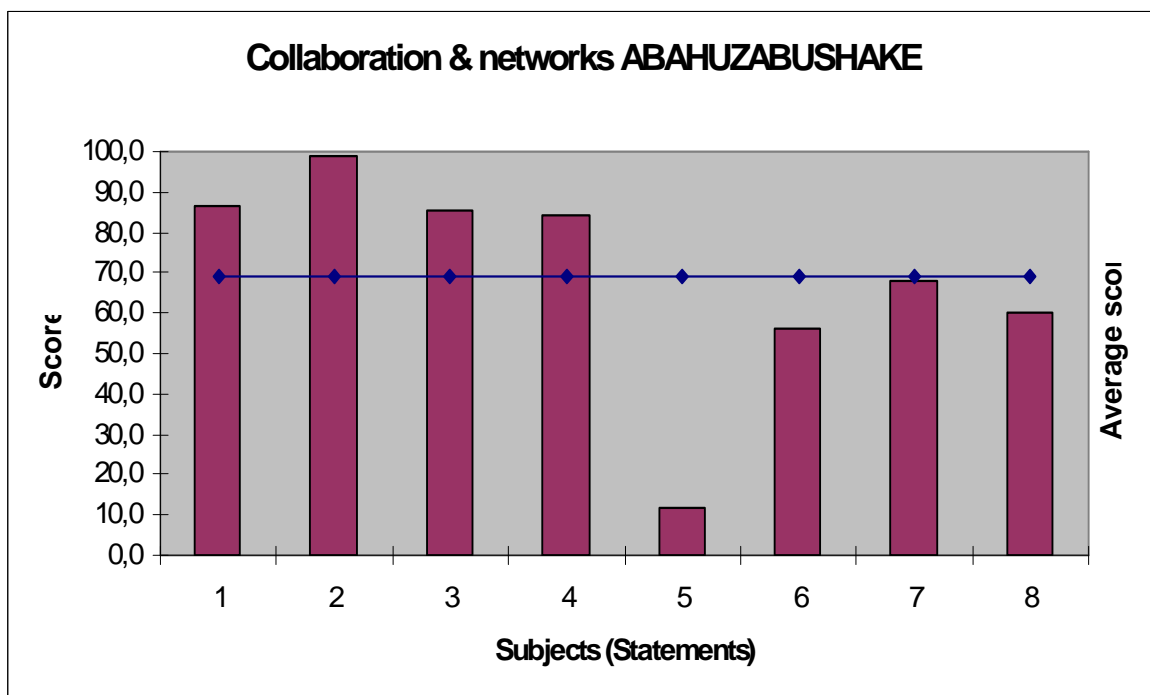


Figure 10



Remarks, questions, suggestions:

### 3.5. Service provision to members

Figure 11

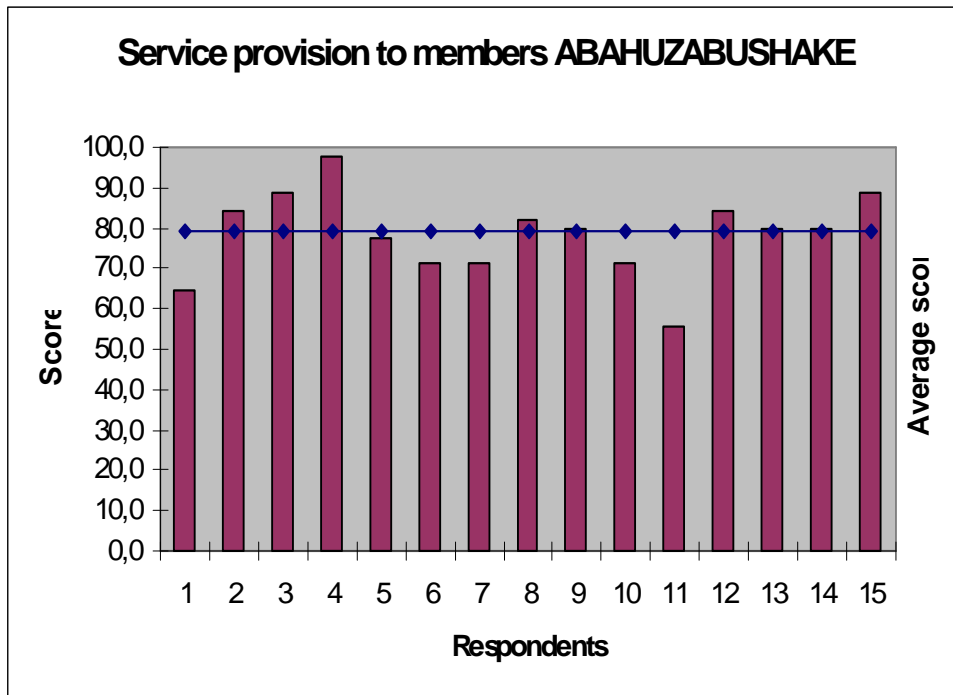
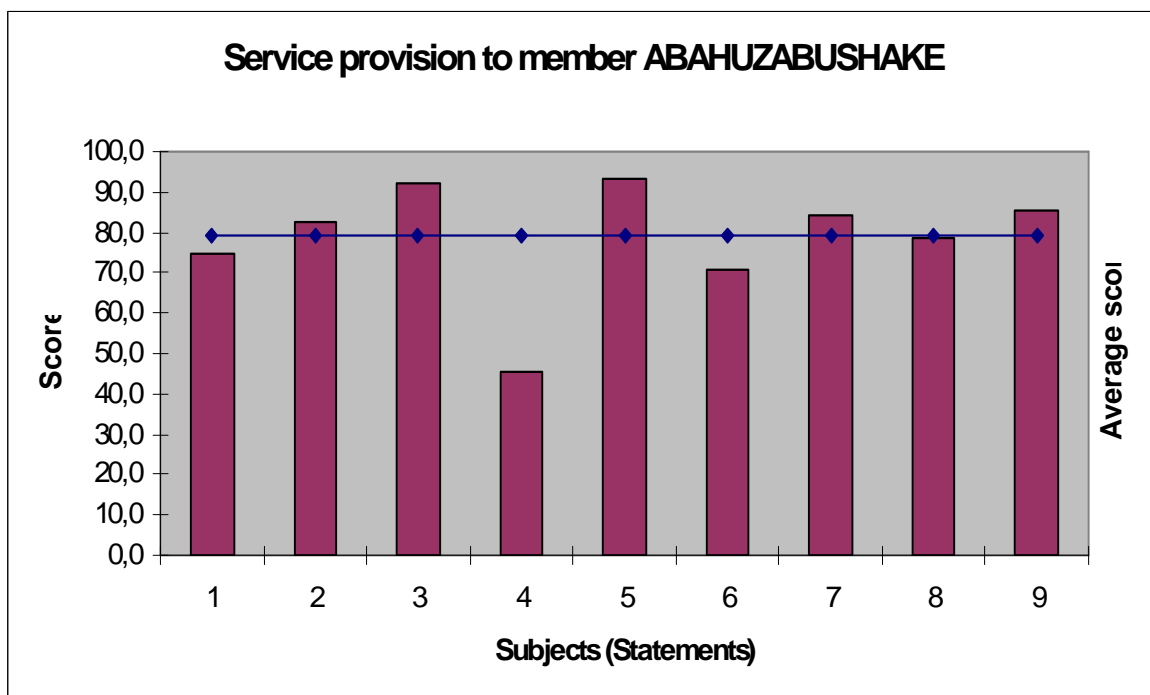


Figure 12



Remarks, questions, suggestions:



#### 4. Perception of agribusiness development in staple food crops (cassava area)

##### 4.1. Production and productivity

Figure 13

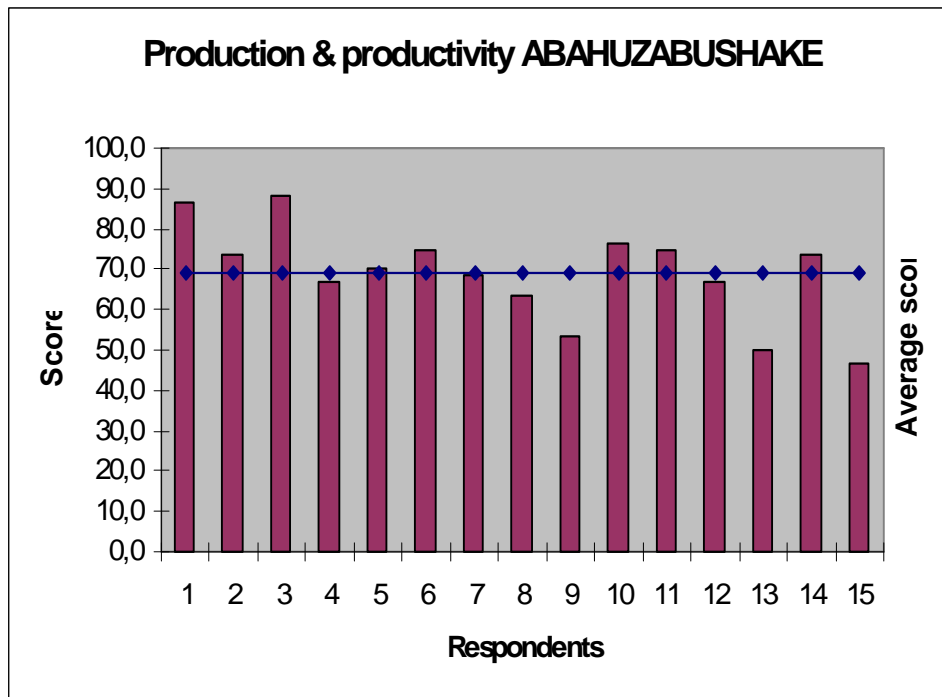
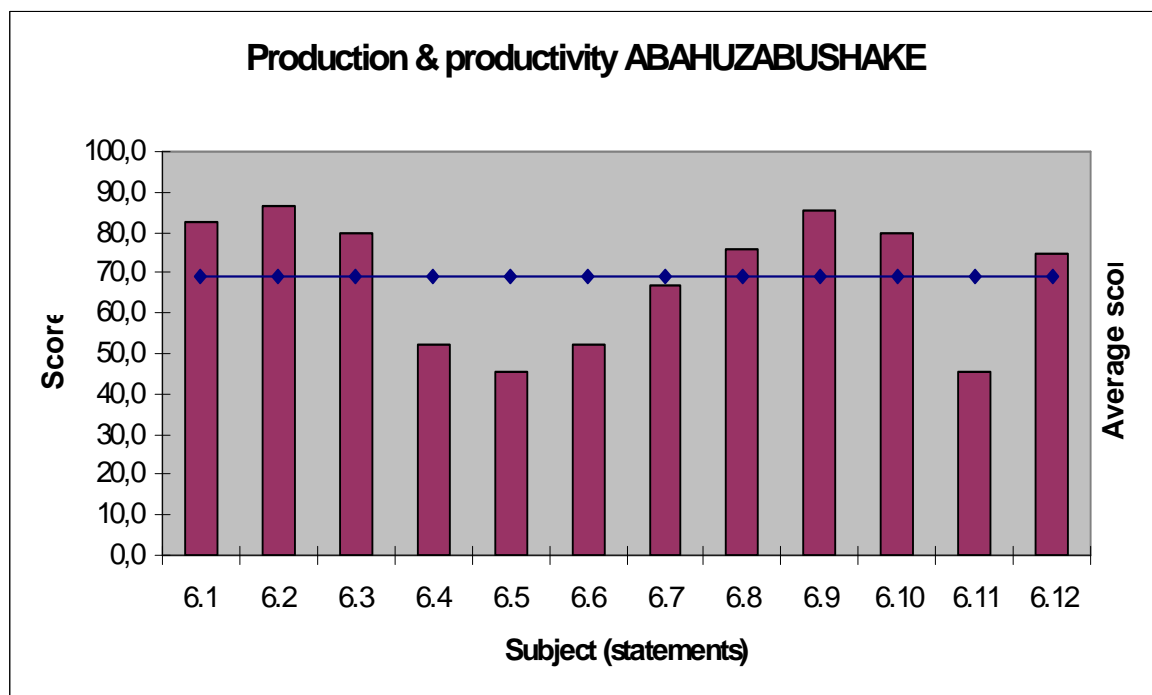


Figure 14



Remarks, questions, suggestions:

#### 4.2. Post harvest activities

Figure 15

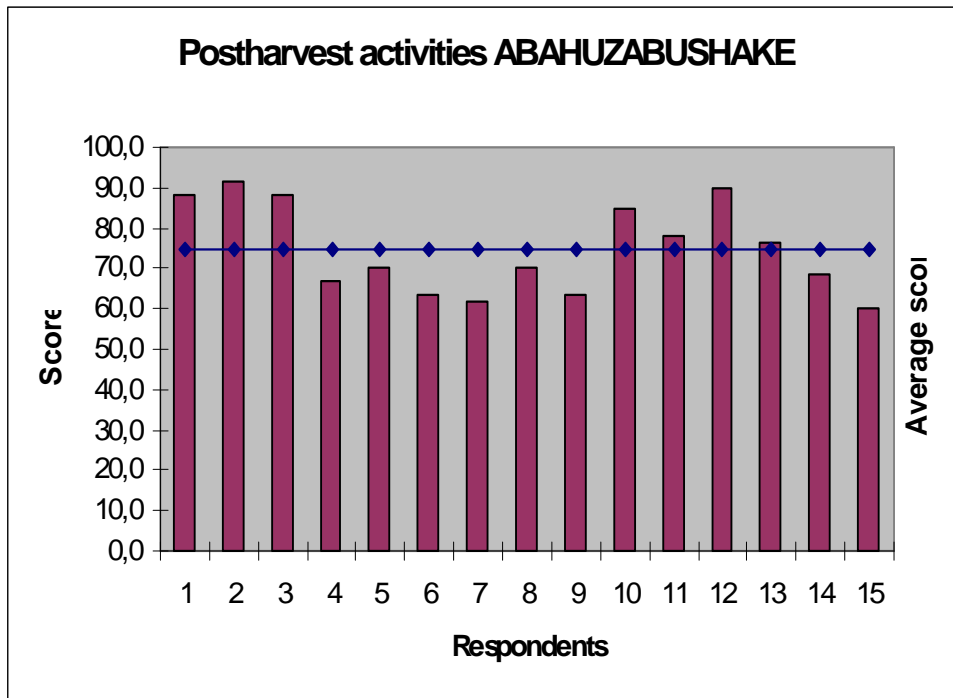
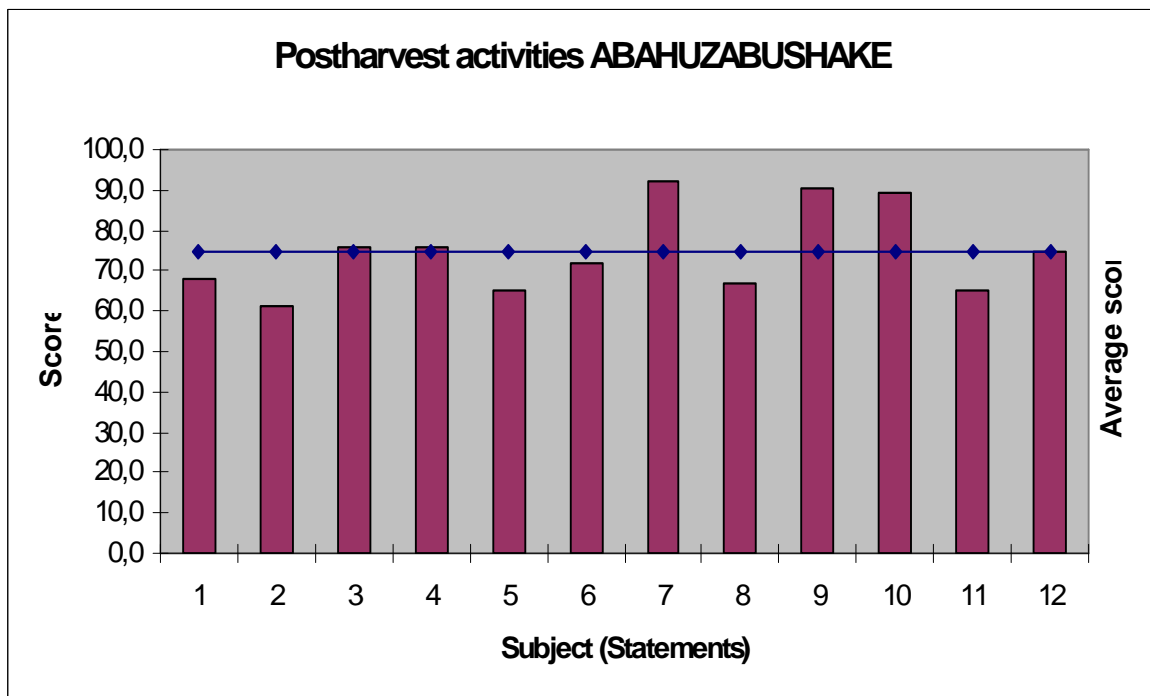


Figure 16



Remarks, questions, suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

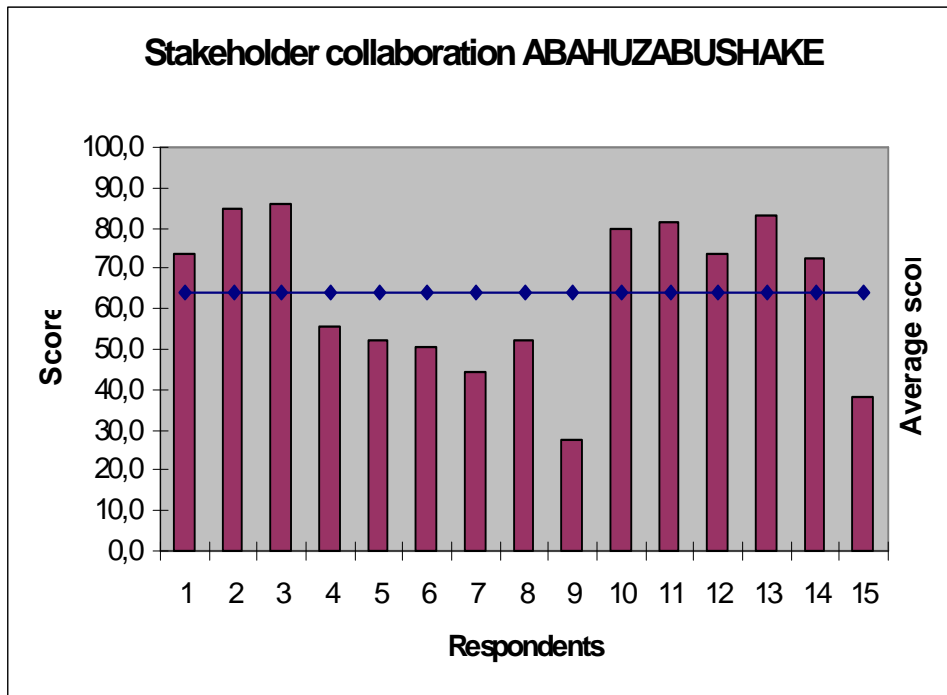
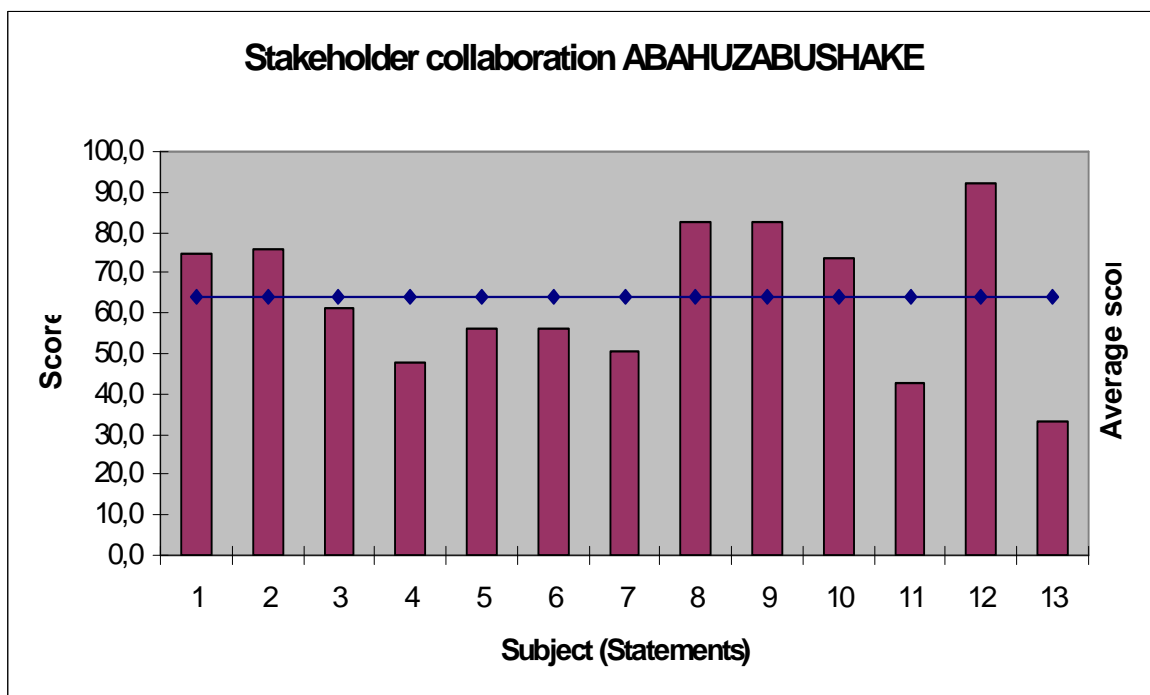


Figure 18



Remarks, questions, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that ABAHUZABIKORWA farmers need to give priority attention to the following subjects :

....

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

## **2.4 Cooperative COTRAVAM**

District: Muhanga

Commodity: Rice

Date of self-assessment: 7 Aug. 2009

Date of debriefing

## COTRAVAM Results

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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3. Perception of organizational performance 68
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  - 3.2. Governance, leadership and internal democracy 69
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  - 3.4. Collaboration and Networks 71
  - 3.5. Service provision to members 72
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  - 4.1. Production and productivity 73
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5. In-depth analysis 76
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### 1. Introduction

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A. Perception organizational performance	B. Perception agribusiness development
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In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

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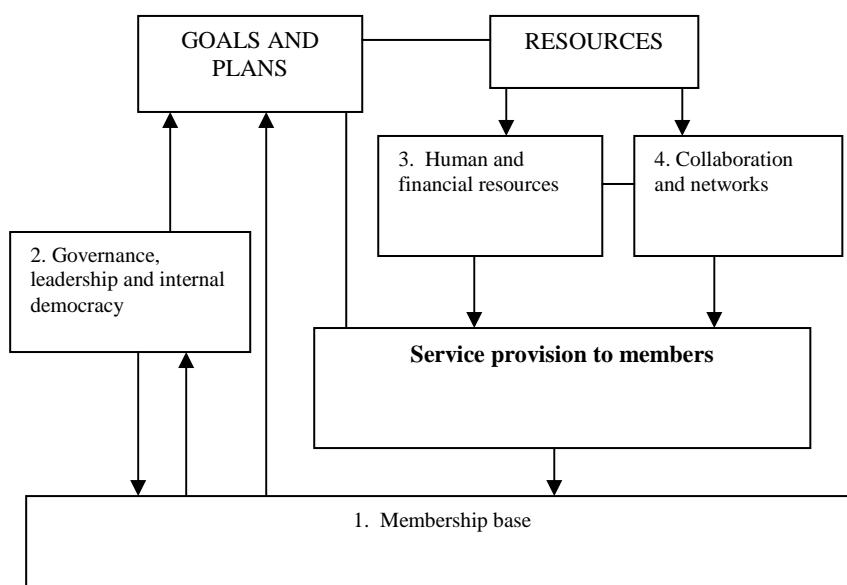
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## 2. The mirror: overall overview of the results

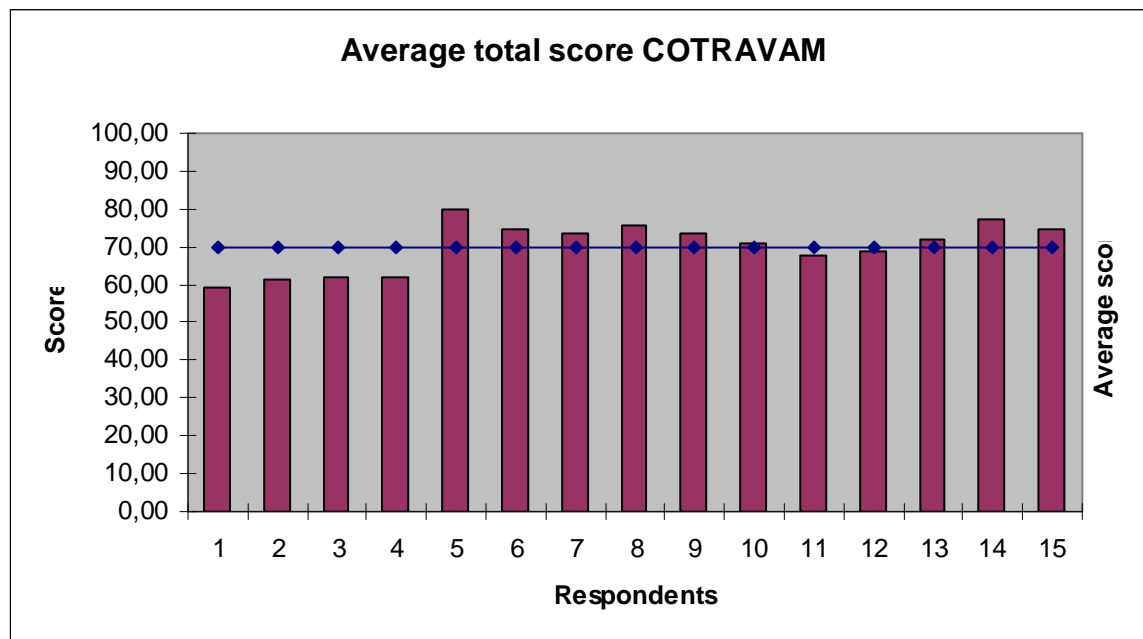
### 2.1. Total average scores

After data entry, it appears that the members of COTRAVAM gave an average score of 70%.

This is a low average score. The individual total scores ranged from 59 to 80% as is shown in figure 1.

This high variation may indicate two things: (i) participants may have a huge disagreement over the performance of their cooperative or (ii) simply, some participants severely score against their cooperative whereas others don't. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



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The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

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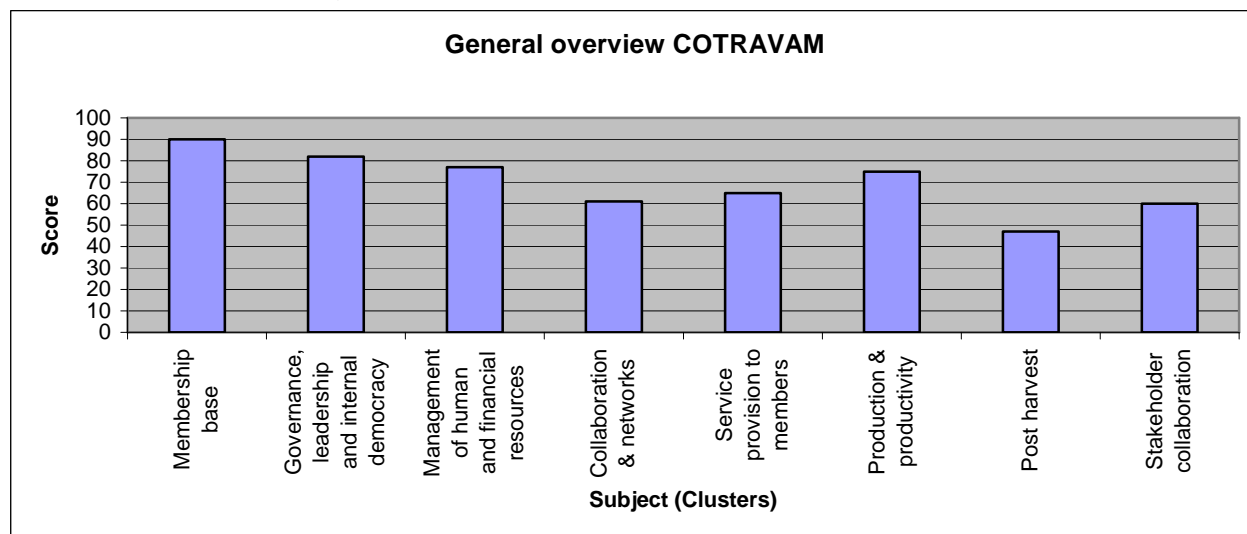


### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters' scores range between 47% and 90%. There is large difference of score between clusters. In addition, this shows that participants diverge a lot in understanding the performance of their cooperative through different clusters or aspects. Besides, participants may have severely scored against their cooperative.



Clusters	Results		
<i>Membership base</i>	90	😊	<i>The highest score. Not an area of high concern</i>
<i>Governance, leadership and democracy</i>	82	😊	<i>High score. Not an area of high concern</i>
<i>Management of human and financial resources</i>	77	😊	<i>High score. Not an area of very high concern</i>
<i>Collaboration and networks</i>	61	😞	<i>One of the lowest scores. There seem to be some serious points of the highest concern. Some issues are likely to need further analysis and/or action</i>
<i>Service provision to members</i>	65	😊	<i>Around the average score, effort for improvement is needed.</i>
<i>Production and productivity</i>	75	😊	<i>High score. Not an area of very high concern</i>
<i>Post harvest activities</i>	47	😞	<i>Clearly the lowest scores. There seem to be some serious points of the highest concern. Some issues are likely to need further analysis and/or action</i>
<i>Stakeholder</i>	60	😞	<i>One of the lowest scores. There seem to be some</i>

collaboration			serious points of the highest concern. Some issues are likely to need further analysis and/or action
---------------	--	--	--

## 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 76%. The average score for the perception of agribusiness development is lower: 61%.

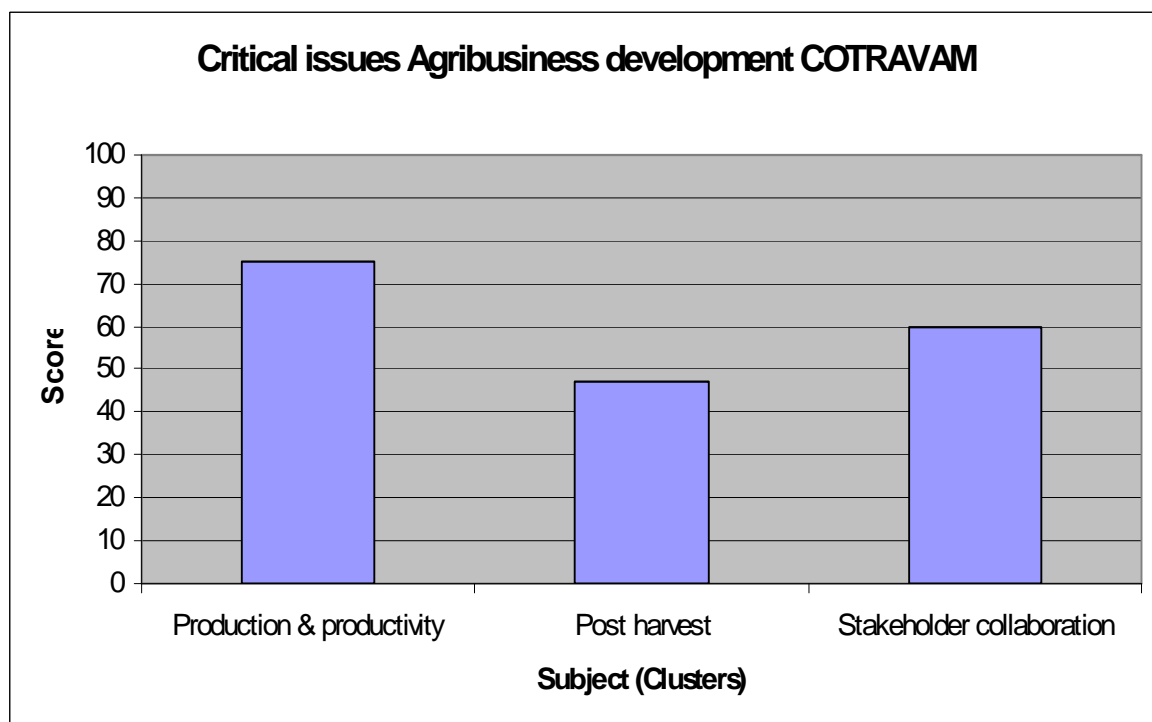
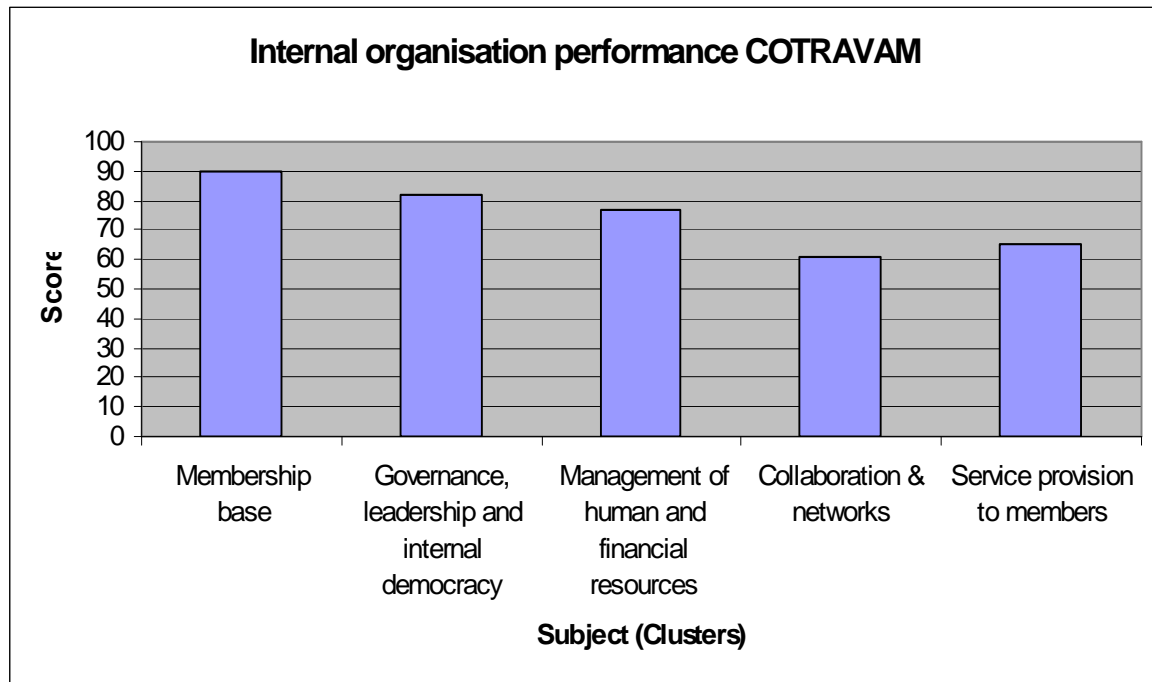
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	90	100	80	6
2. Governance, leadership and internal democracy	82	97	74	7
3. Management of human and Financial resources	77	87	57	8
4. Collaboration and networks	61	85	30	16
5. Service provision to members	65	80	58	6
<i>Perception of organizational performance</i>	76	81	64	5
6. Production and productivity	75	83	53	8
7. Post harvest activities	47	68	38	8
8. Stakeholder collaboration	60	82	6	24
<i>Perception of agribusiness development</i>	61	71	34	11
<b>TOTAL AVERAGE SCORE</b>	70	80	59	7

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that Membership base (clusters of statements) scored the highest possible 100% and the lowest score of this cluster is 80, at the same time the standard deviation is 6. This may indicate that the level of internal agreement for this cluster is high. However, the stakeholder collaboration has the lowest level of agreement 24. This means that there is a lot of divergence among the members of COTRAVAM about the performance in this cluster. In this case, some respondents probably lacked critical attitude. Others may be too critical. The level of agreement is far lower (5) internal organization performance than in agribusiness development (11). An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically score one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development COTRAVAM in the staple food crops production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 76 % score higher in relation with agribusiness development with average of 61. This may clearly mean that members of this cooperative are concerned with the their general performance, especially in the agribusiness development.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

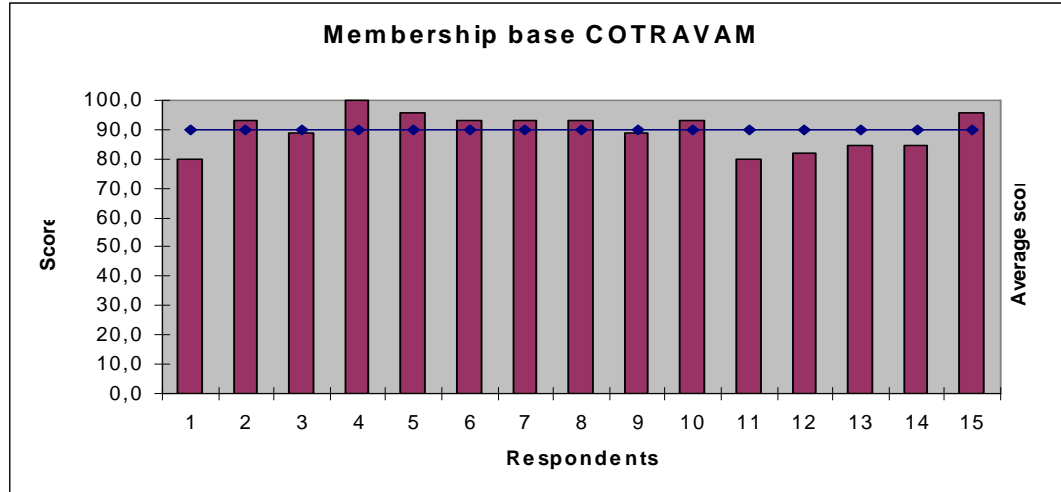
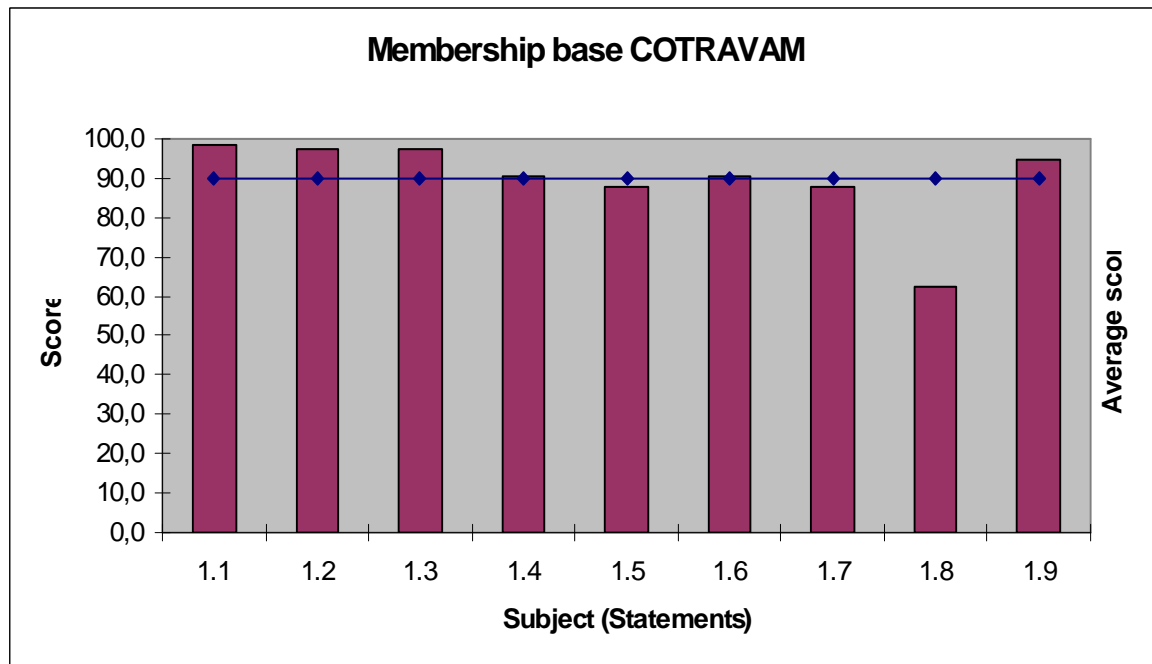


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of COTRAVAM:



Remarks, questions, suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

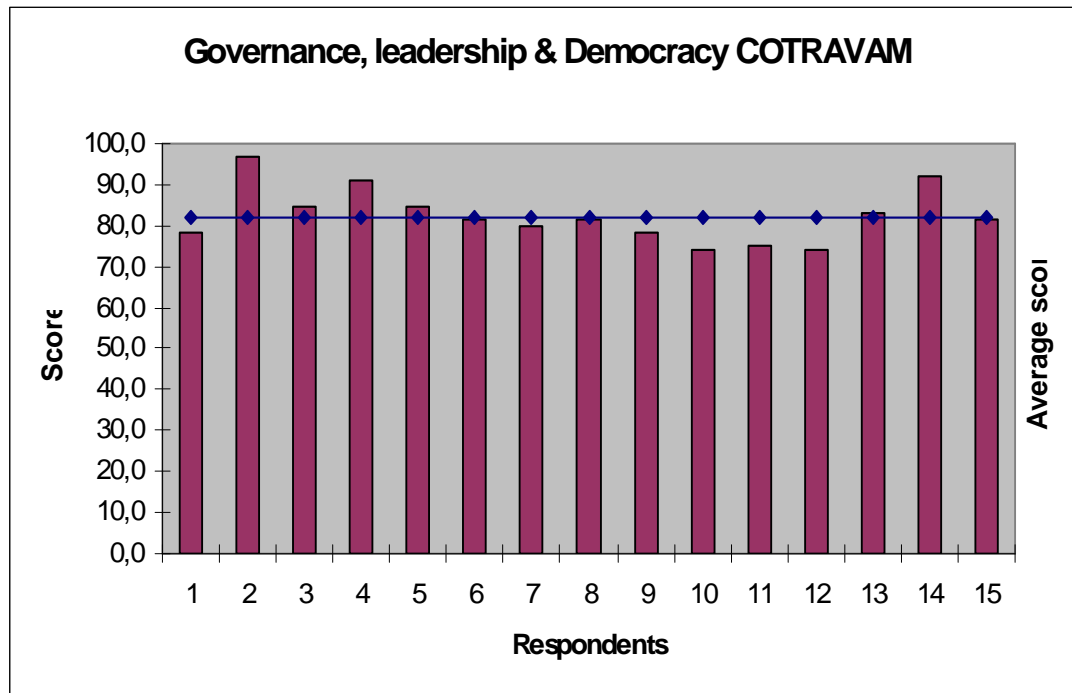
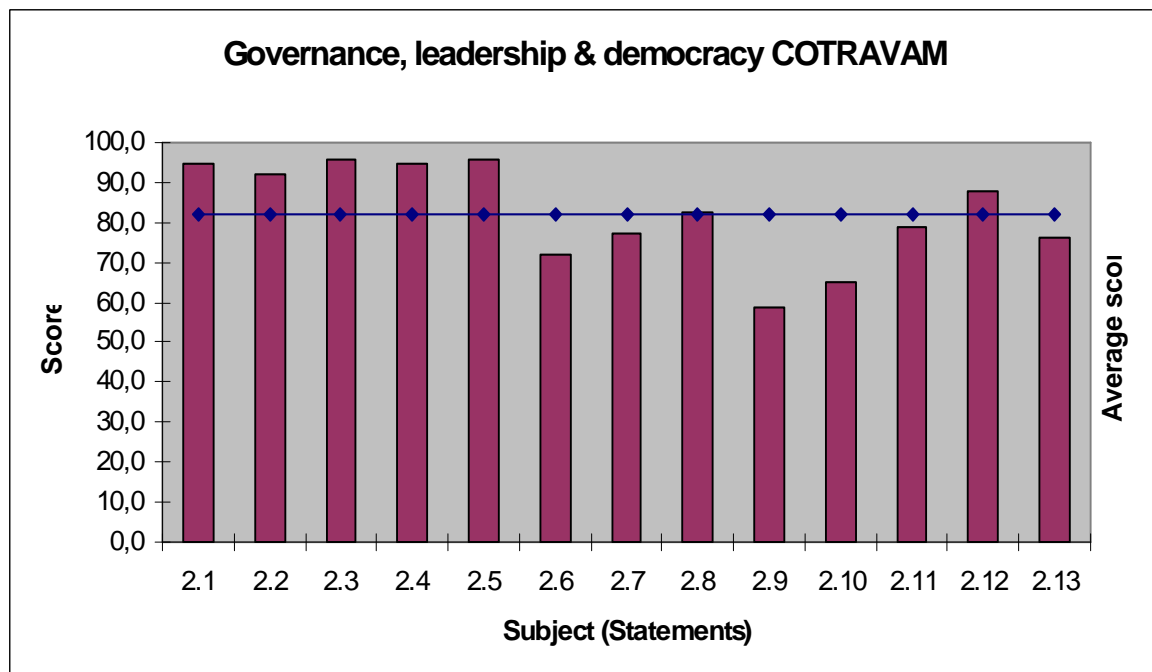


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of COTRAVAM:



Remarks, questions, suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

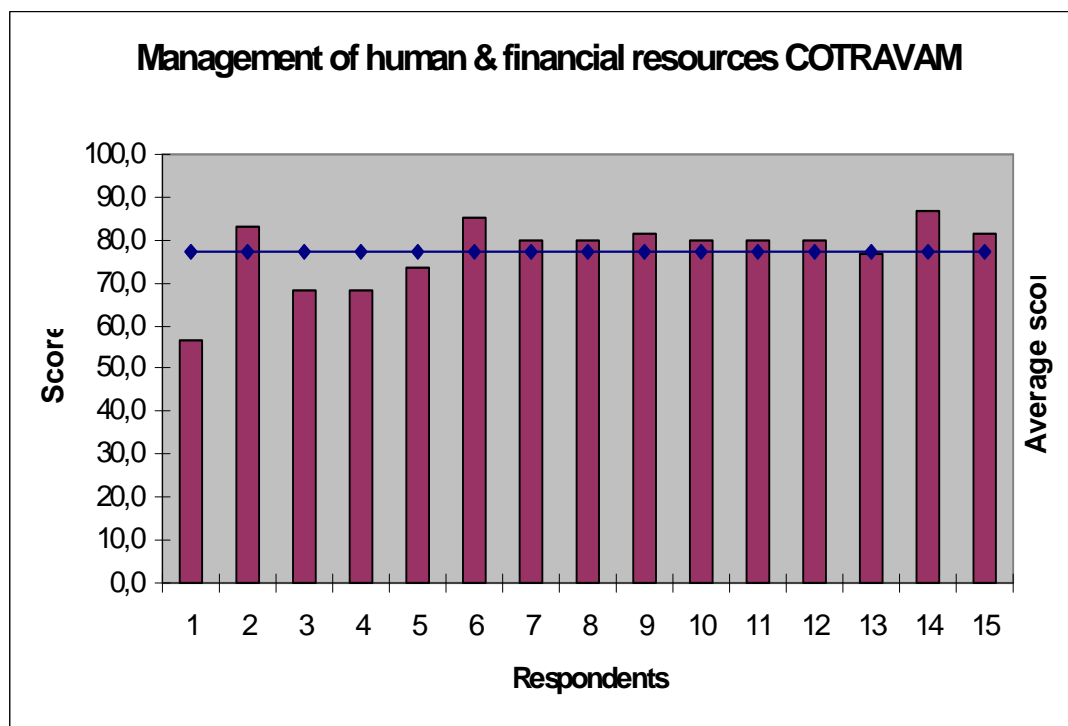
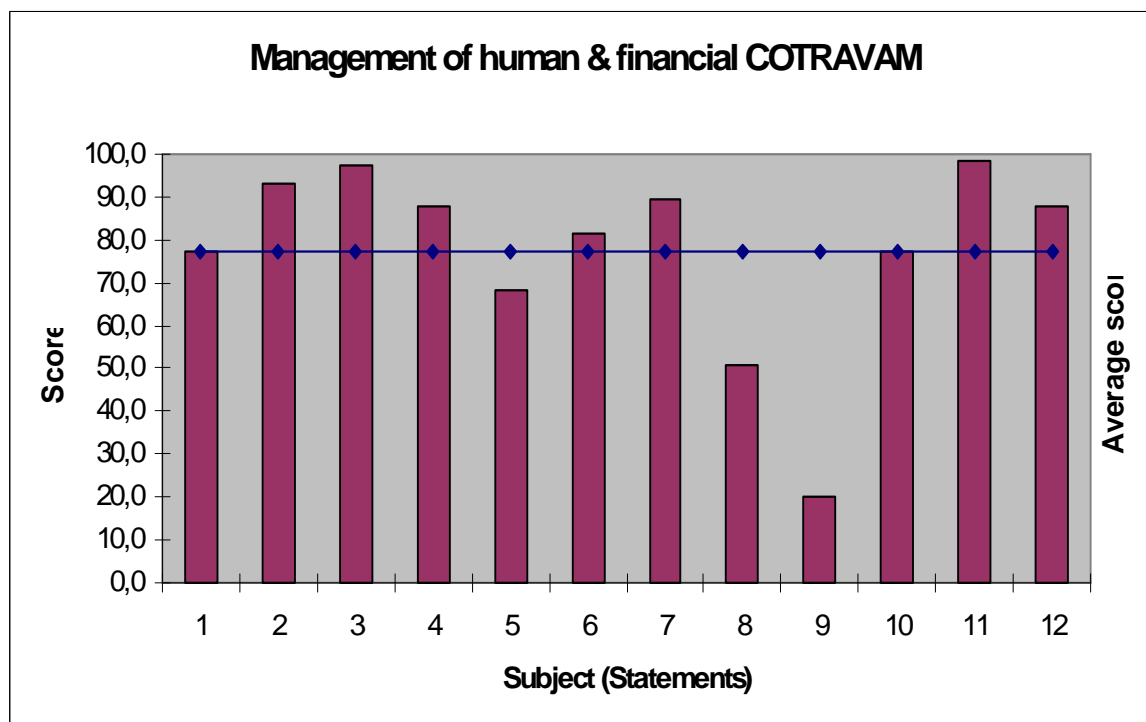


Figure 8 shows the scores for each statement:



Remarks, questions, suggestions:

### 3.4. Collaboration and Networks

Figure 9

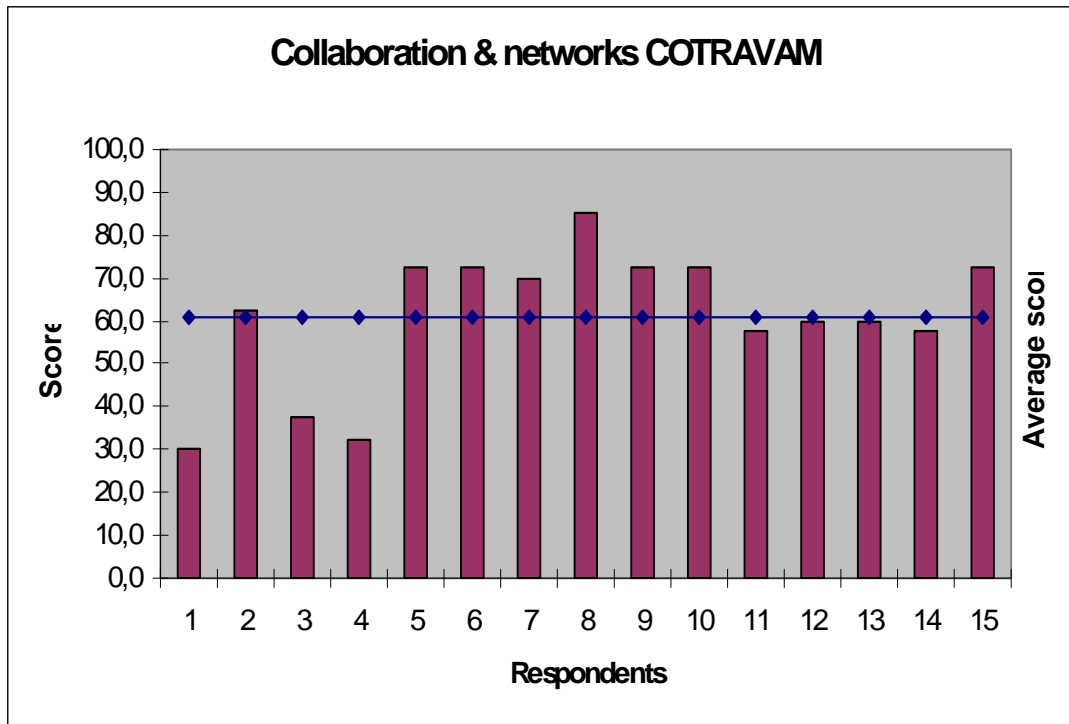
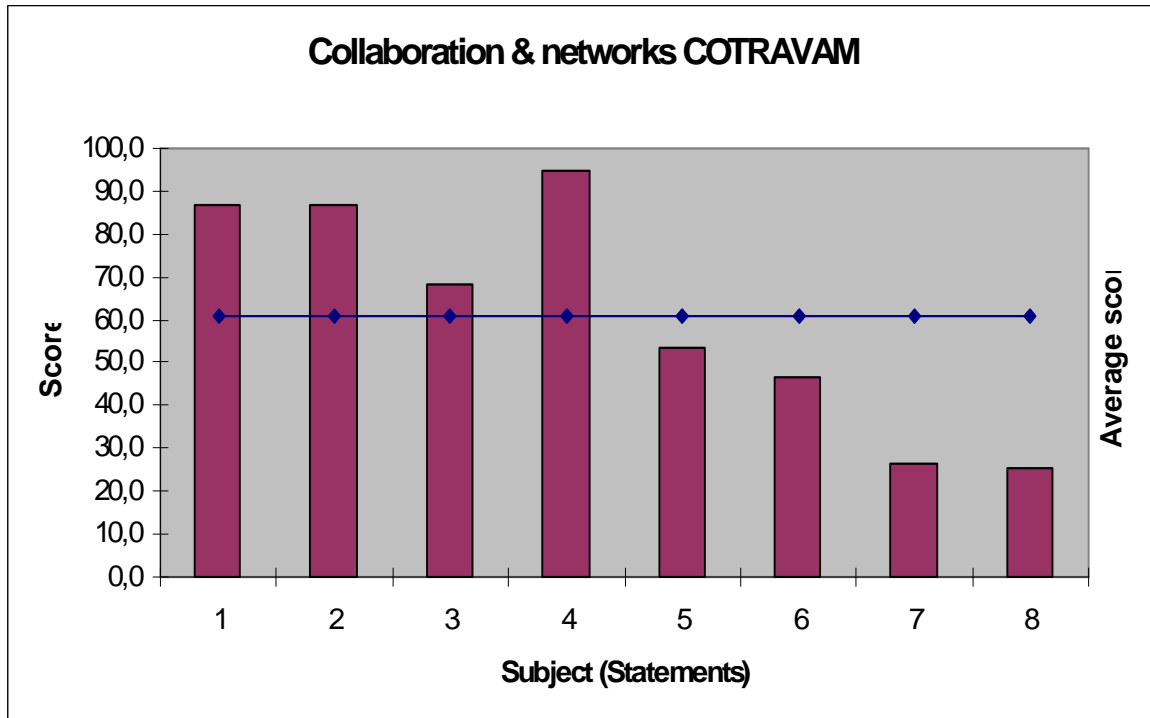


Figure 10



Remarks, questions, suggestions:

### 3.5. Service provision to members

Figure 11

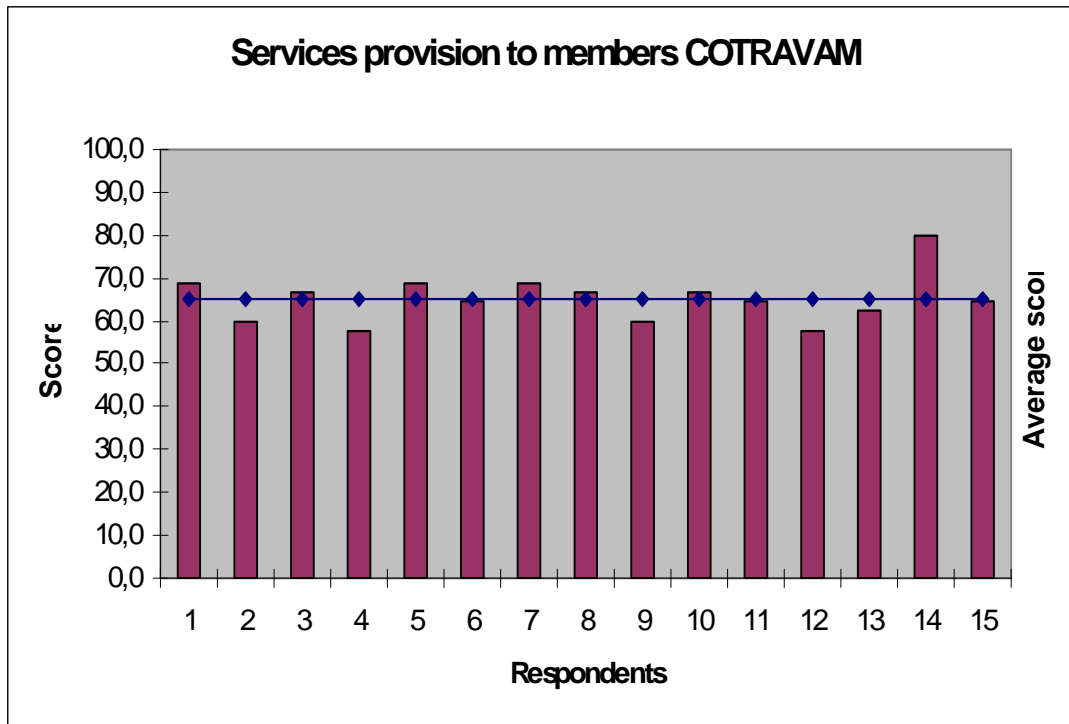
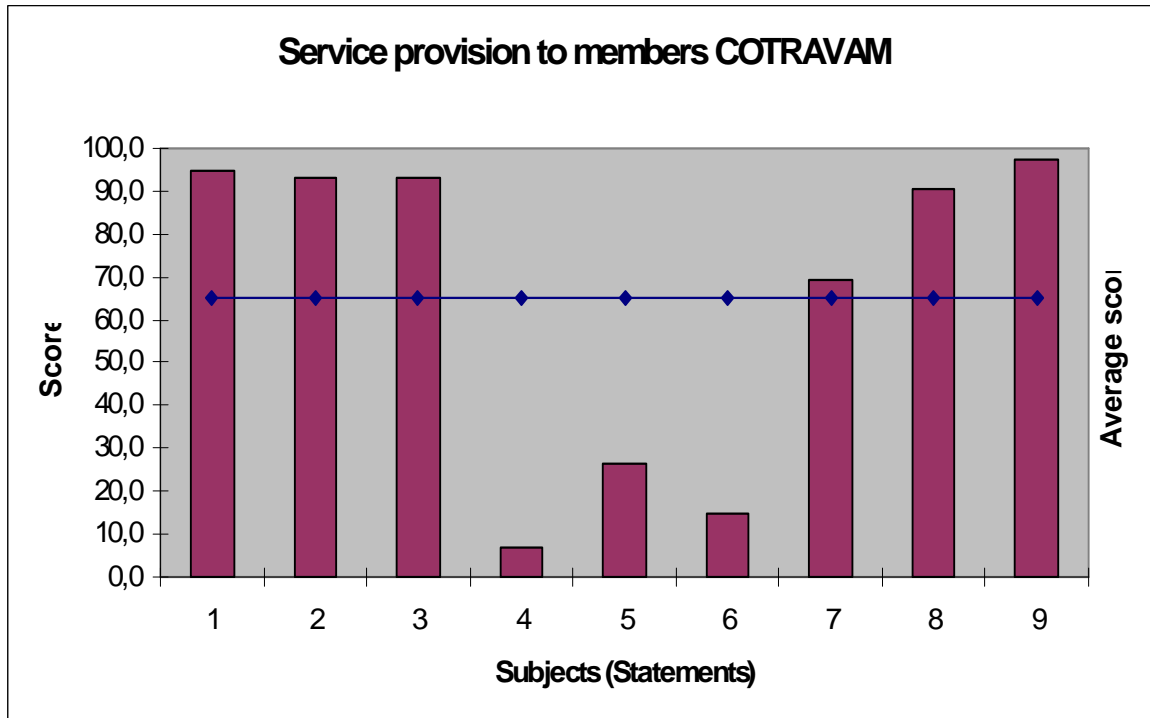


Figure 12



Remarks, questions, suggestions:



#### 4. Perception of agribusiness development in staple food crops (cassava area)

##### 4.1. Production and productivity

Figure 13

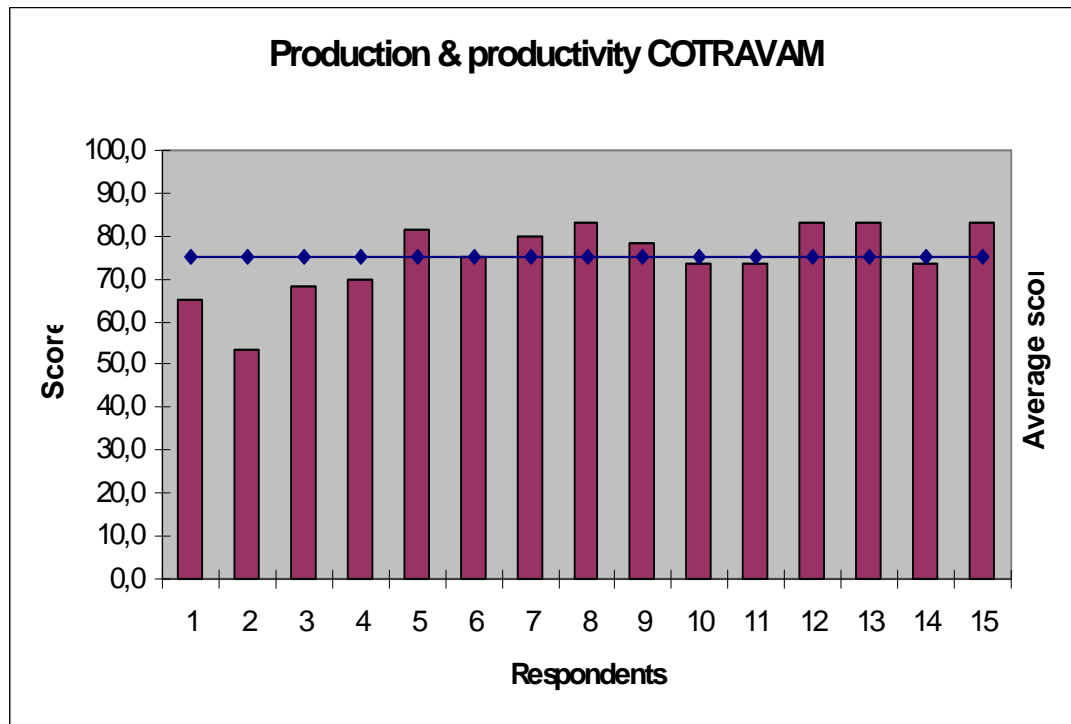
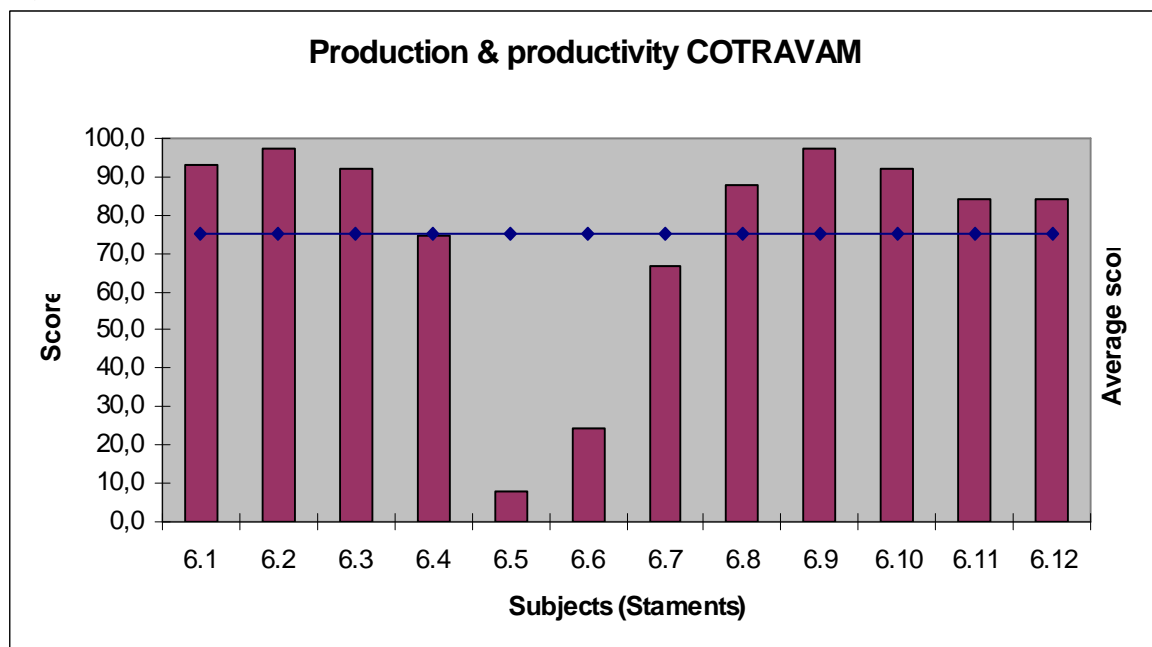


Figure 14



Remarks, questions, suggestions:

#### 4.2. Post harvest activities

Figure 15

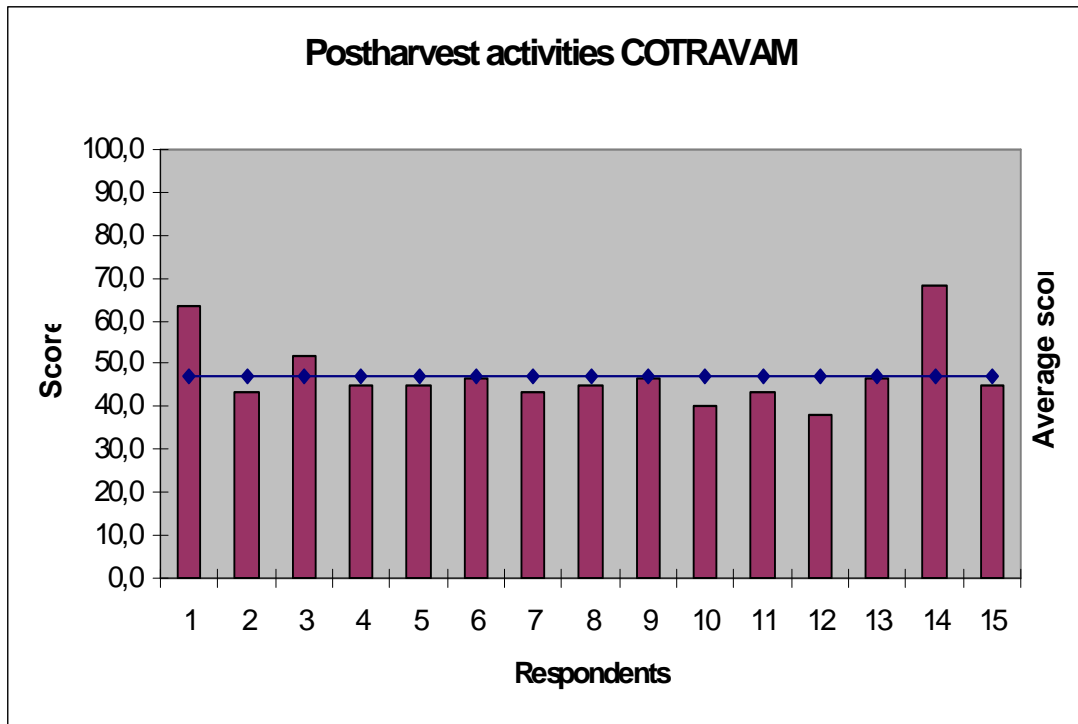
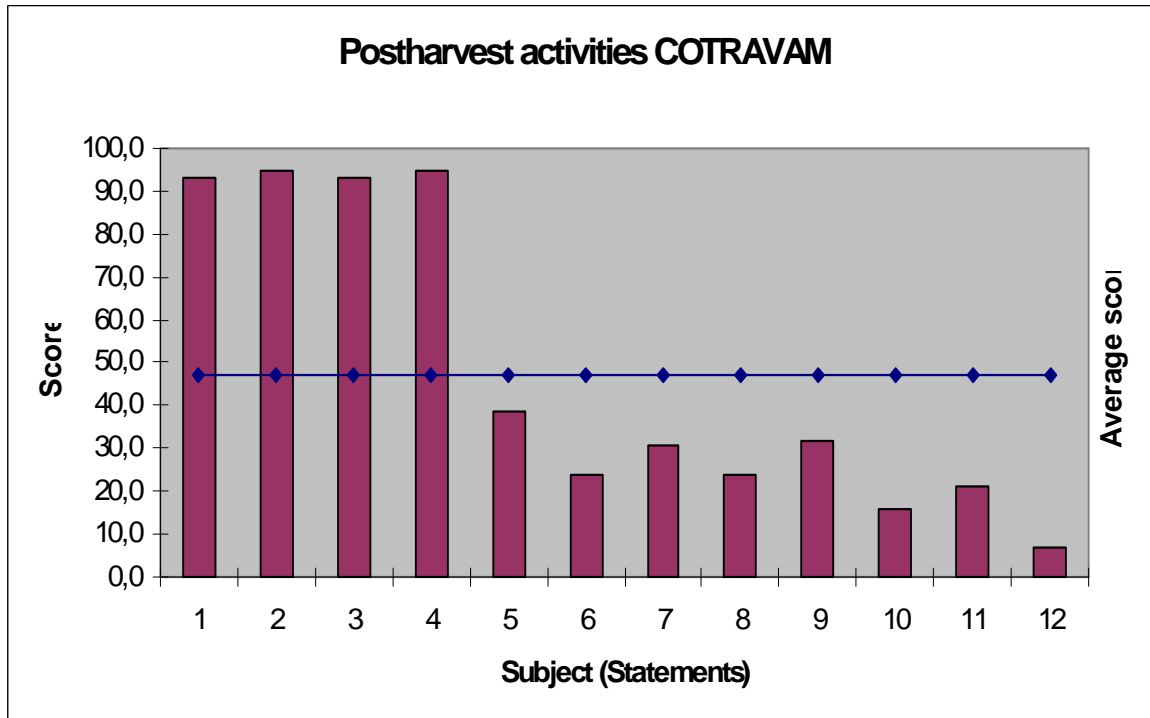


Figure 16



Remarks, questions, suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

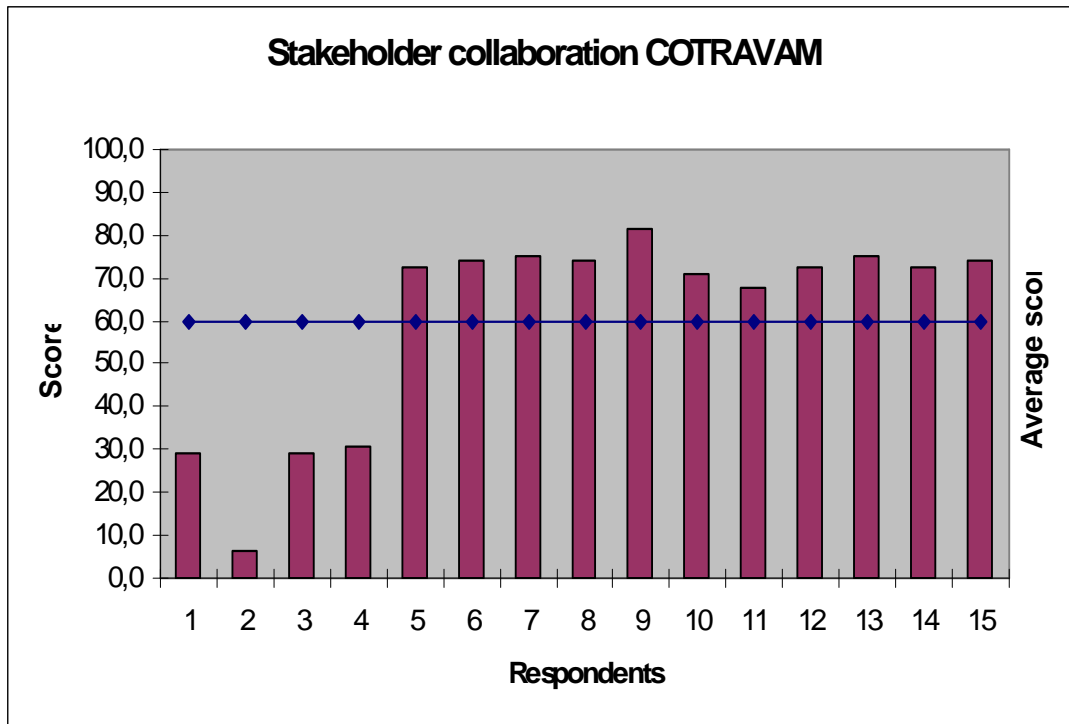
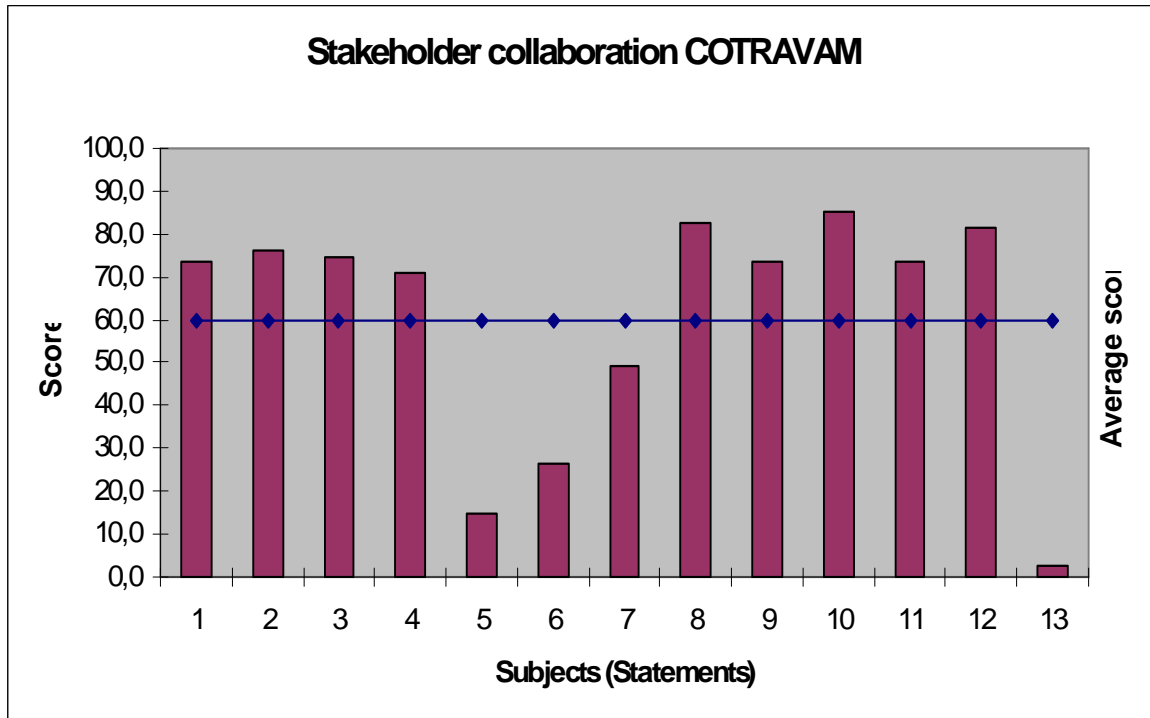


Figure 18



Remarks, questions, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that COTRAVAM members need to give priority attention to the following subjects :

....

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

**2.5 Cooperative: Inkingiyubuhinzi**

District: Bugesera

Commodity: Rice

Date of self-assessment 3 Aug. 2009

## INKINGIYUBUHINZI Results Summary

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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### 1. Introduction

On 3 August 2009, Committee members and ordinary members of INKINGIYUBUHINZI invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

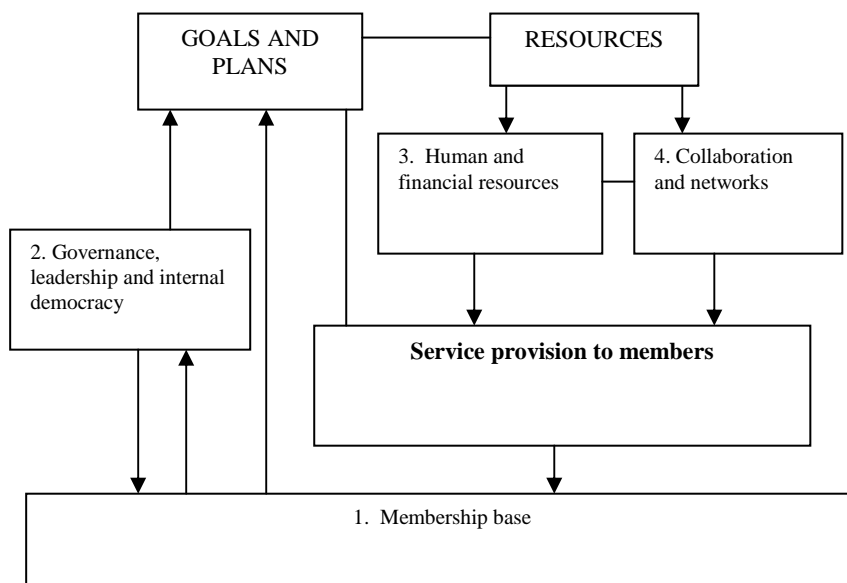
Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc).

If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of rice producing cooperative, INKINGIYUBUHINZI roughly perceive themselves.

## 2. The mirror: overall overview of the results

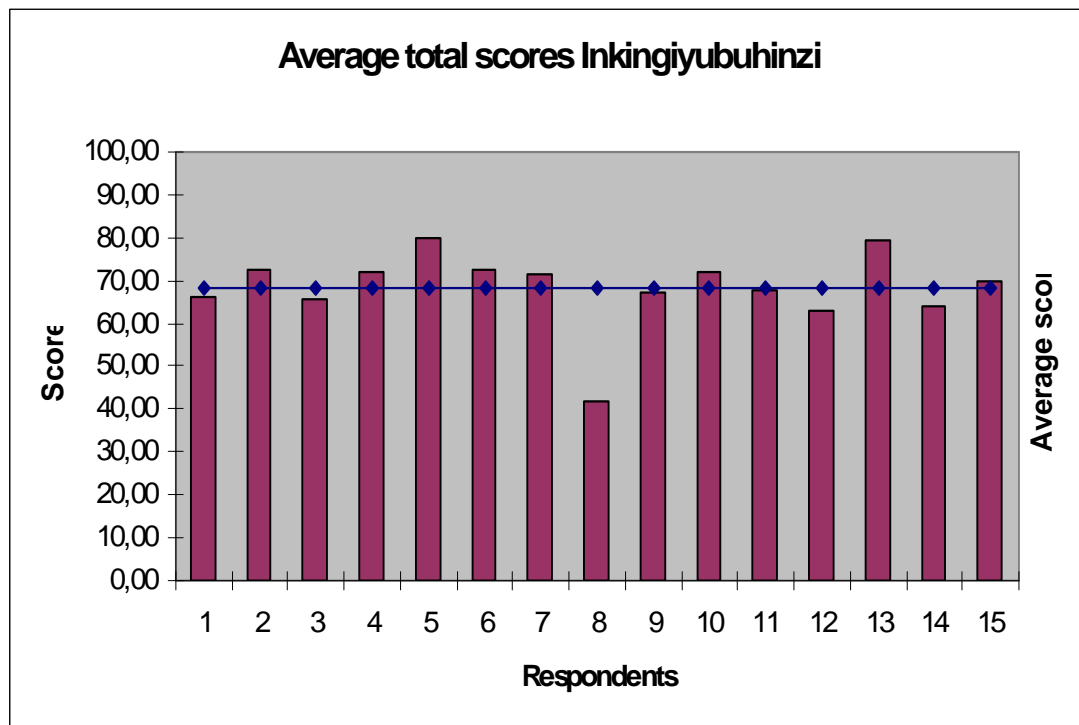
### 2.1. Total average scores

After data entry, it appears that the members of INKINGIYUBUHINZI gave an average score of 68%.

This is a medium average score. The individual total scores ranged from 42 to 80 % as is shown in figure 1.

This large variation may indicate two things: (i) there are quite important differences between the zones or (ii) participants are more, or less severe in applying the scores. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

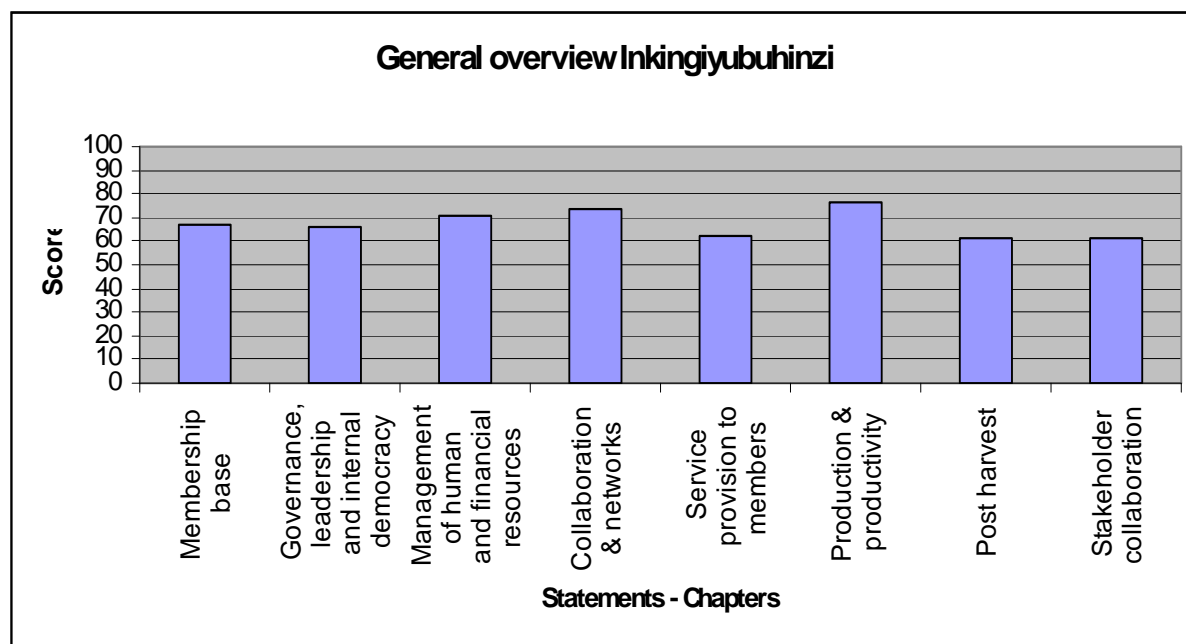


More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

Figure 2



### 2.4. The general picture that arises

In general terms, the image that is coming up is that three clusters (services provision to members, post harvest activities and stakeholder collaboration) scored around 60, below the average total score (68) of the INKINGIYUBUHINZI cooperative. Other clusters scored around and above the average. This may briefly indicate that internal organization performs well while the agribusiness development still needs more efforts.

Clusters	Results		
<i>Membership base</i>	67	☺	This is still within the range of average score where there is room for improvement
<i>Governance, leadership and democracy</i>	66	☺	This is still within the range of average score where there is room for improvement
Management of human and financial resources	71	☺	High score. <i>Not an area of very high concern.</i> But this is still within the average range where there is room for improvement
<i>Collaboration and networks</i>	74	☺	High score. <i>Not an area of very high concern.</i>

Service provision to members	62	☹	Low score. Some issues are likely to need further analysis and/or action
Production and productivity	76	☺	<i>The highest score. Not an area of concern</i>
Production and productivity	61	☹	Clearly the lowest score. There seem to be some serious points of the highest concern.
Stakeholder collaboration	61	☹	Clearly the lowest score. There seem to be some serious points of the highest concern.

### 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 68%. The average score for the perception of agribusiness development is lower: 66 %.

Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	67	89	49	16
2. Governance, leadership and internal democracy	66	91	42	11
3. Management of human and Financial resources	71	95	47	12
4. Collaboration and networks	74	98	33	17
5. Service provision to members	62	87	29	17
<i>Perception of organizational performance</i>	68	87	41	10
6. Production and productivity	76	90	53	9
7. Post harvest activities	61	73	35	11
8. Stakeholder collaboration	61	80	35	15
<i>Perception of agribusiness development</i>	66	78	43	9
TOTAL AVERAGE SCORE	68	80	42	9

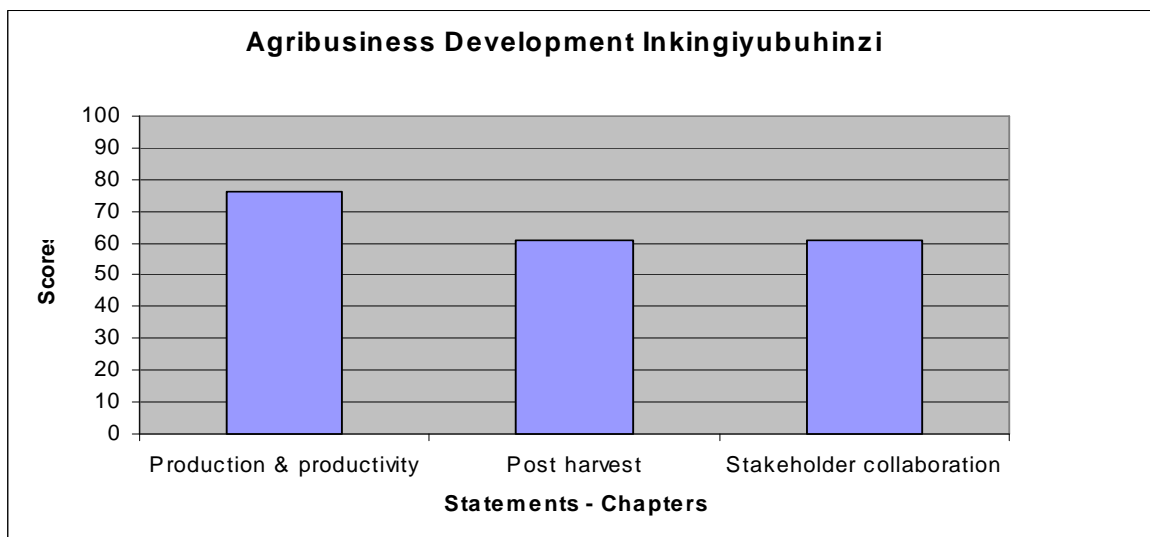
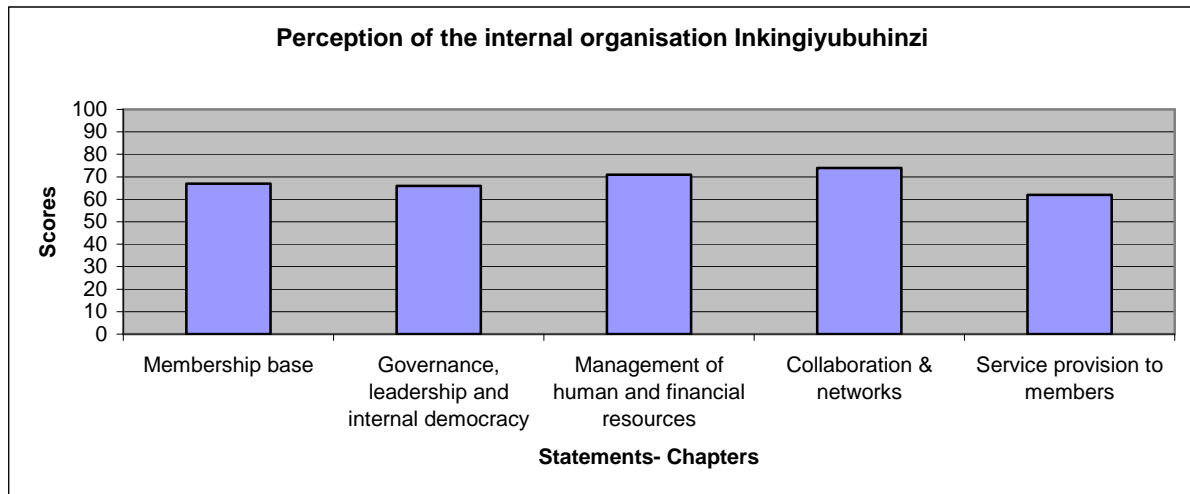
*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like collaboration and networks, the highest score is very high with 98. However the lowest score of this cluster is 33 and the standard deviation is 17. This may indicate that the level of agreement is very low 17. In this case, (i) some respondents may have lacked critical attitude or (ii) some respondents may have looked at and considered their individual performance instead of considering the collective performance. There are also some clusters like production and productivity where the level of agreement is higher with 9 of the standard deviation. Here the “the level of agreement in *agribusiness development* is higher than in the in the internal

*organization*. An interesting slogan in this context is: “Good is the enemy of better”. It is however understandable that it is not easy to critically scoring one’s own group or organization.

In the next sections we’ll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of INKINGIYUBUHINZI in staple food crops (rice production). This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 68 % score relatively equal in relation with the average of the general perception 68%. The clusters in agribusiness development with average of 66 score lower. This shows that the average of the agribusiness development is relatively high compare with others.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

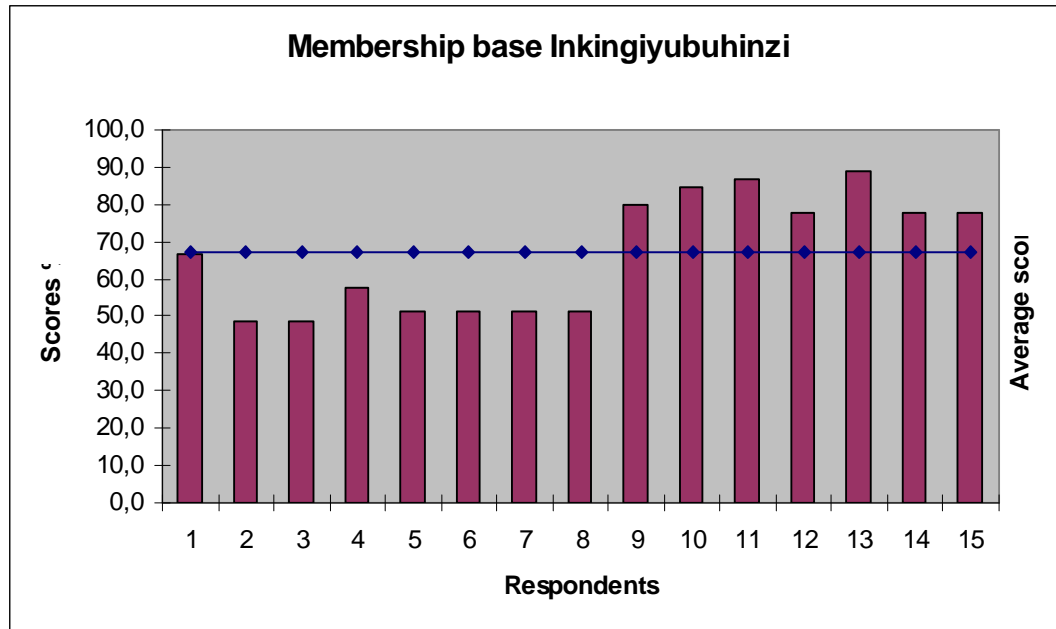
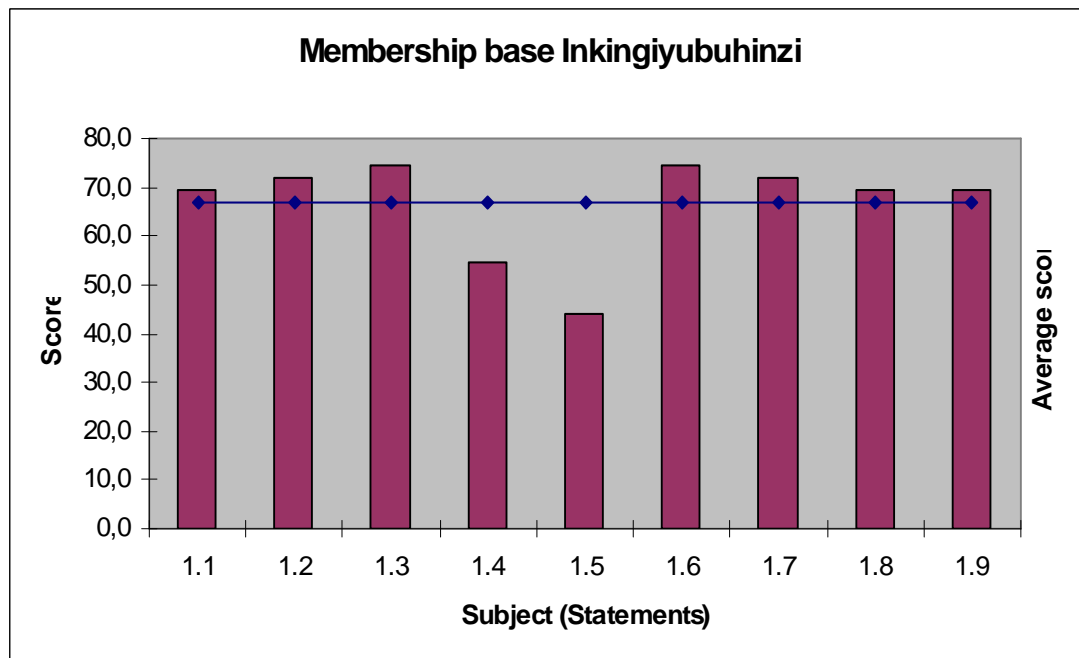


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of INKINGIYUBUHINZI:

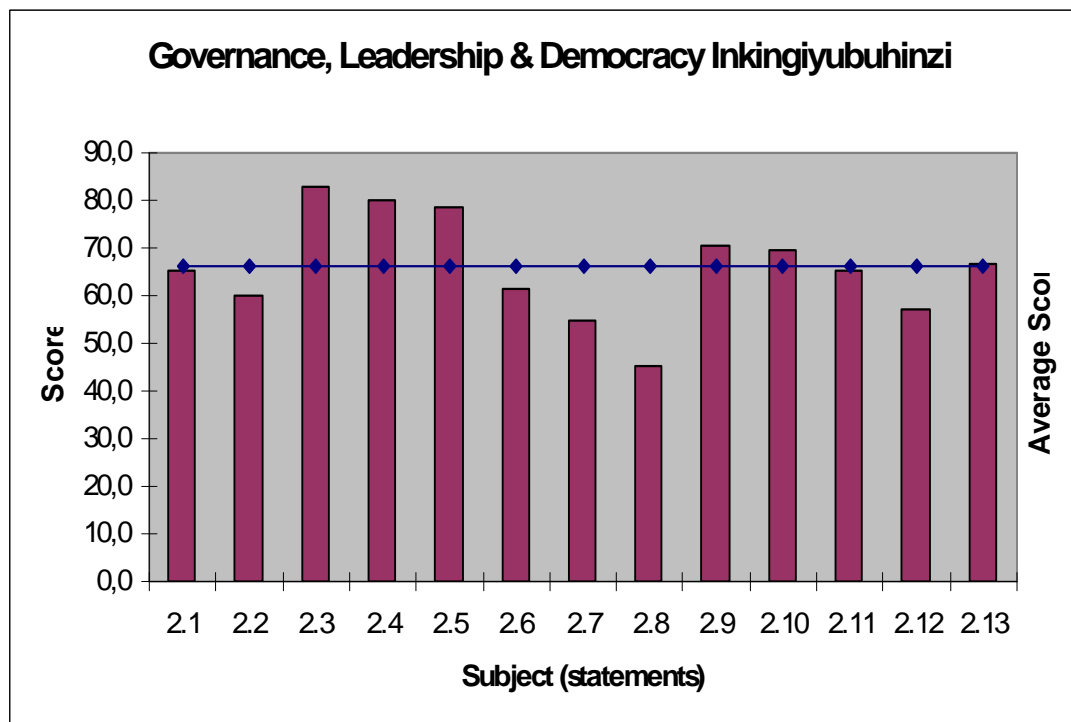
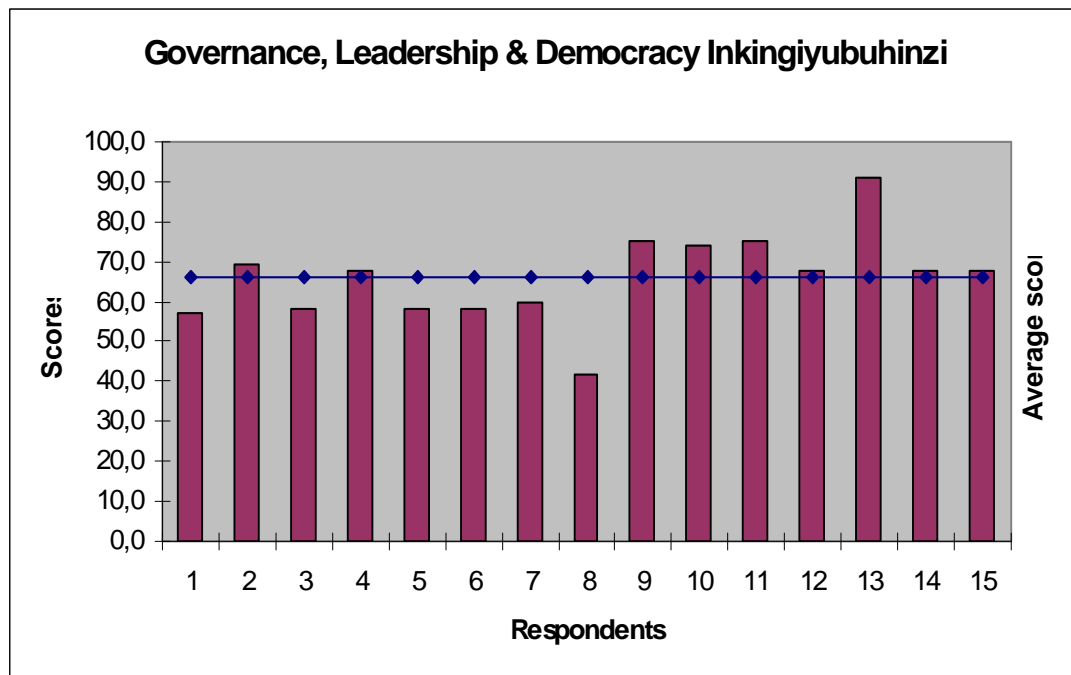


Remarks, questions, suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of INKINGIYUBUHINZI:



Remarks, questions, suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

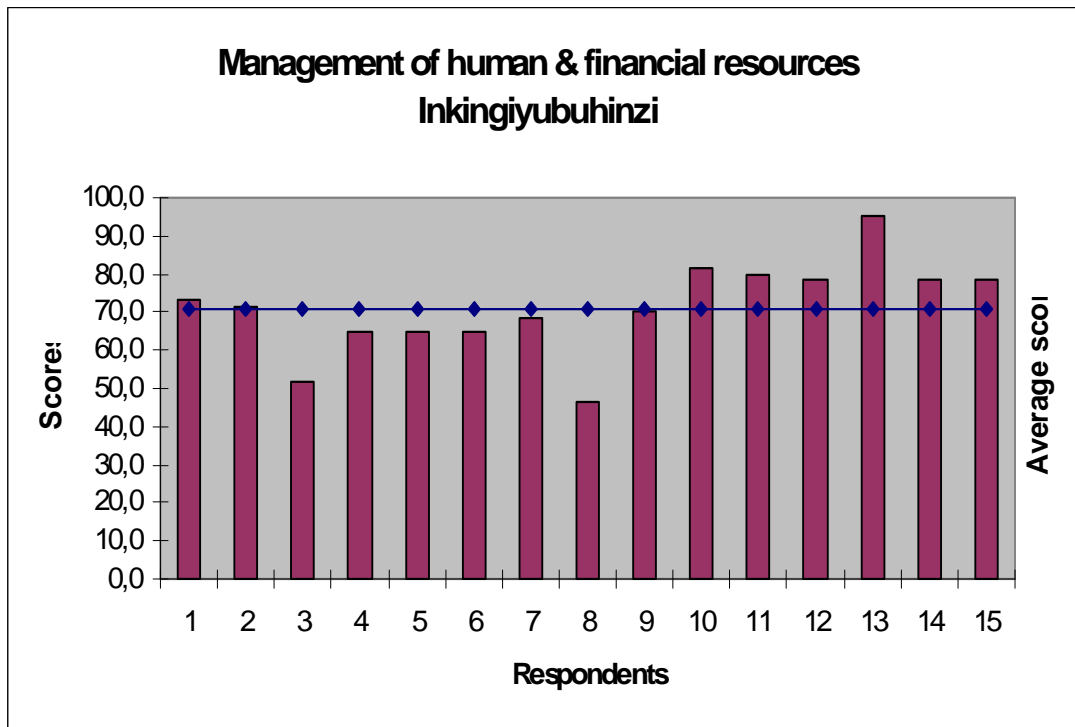
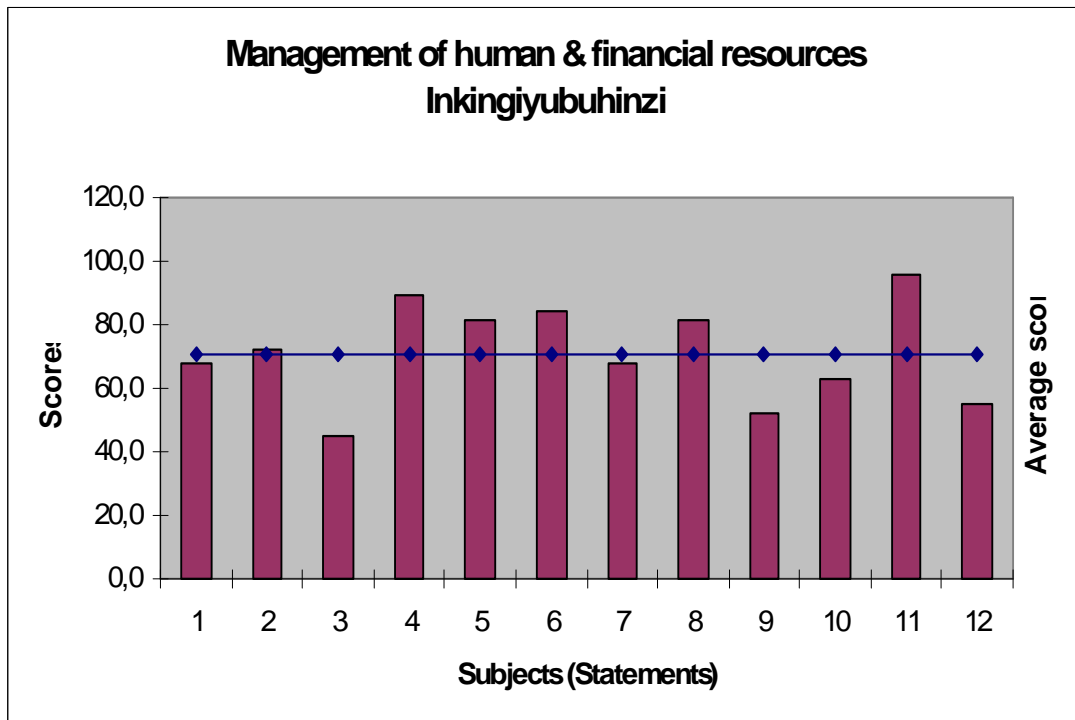


Figure 8 shows the scores for each statement :



Remarks, questions, suggestions:

### 3.4. Collaboration and Networks

Figure 9

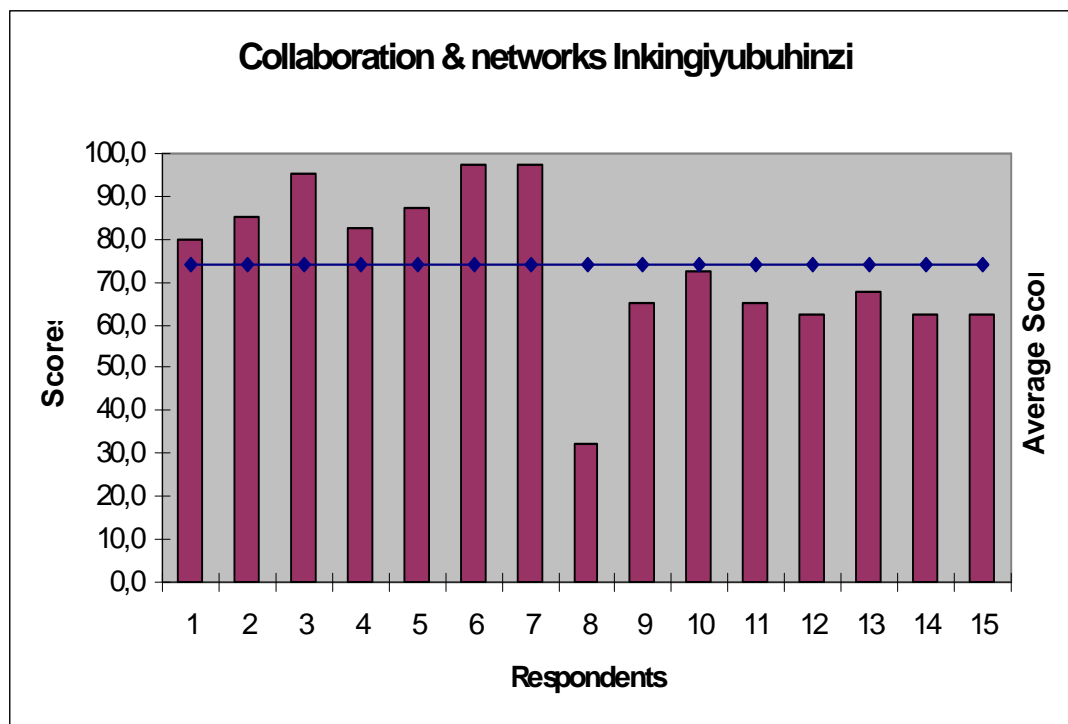
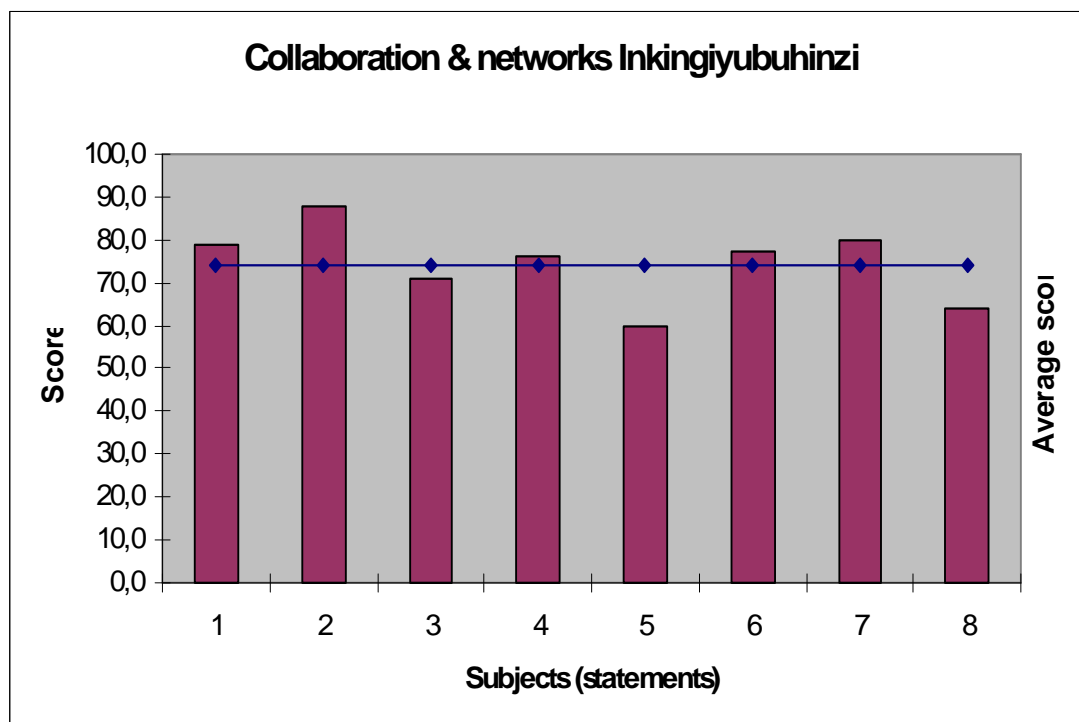


Figure 10



Remarks, questions, suggestions:



### 3.5. Service provision to members

Figure 11

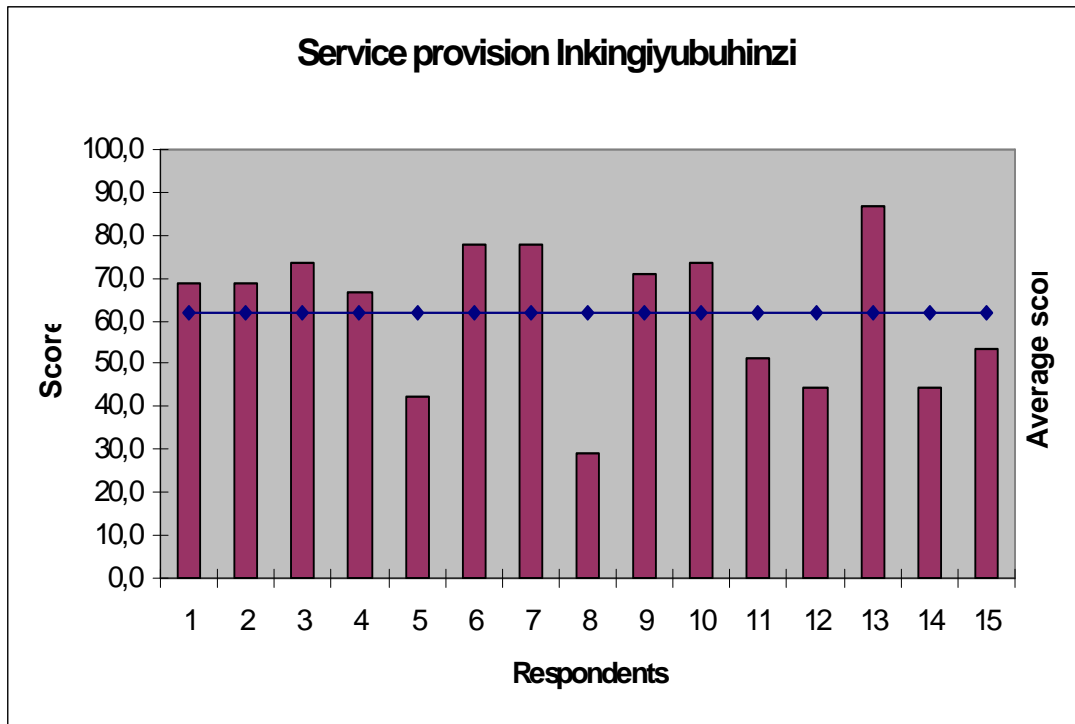
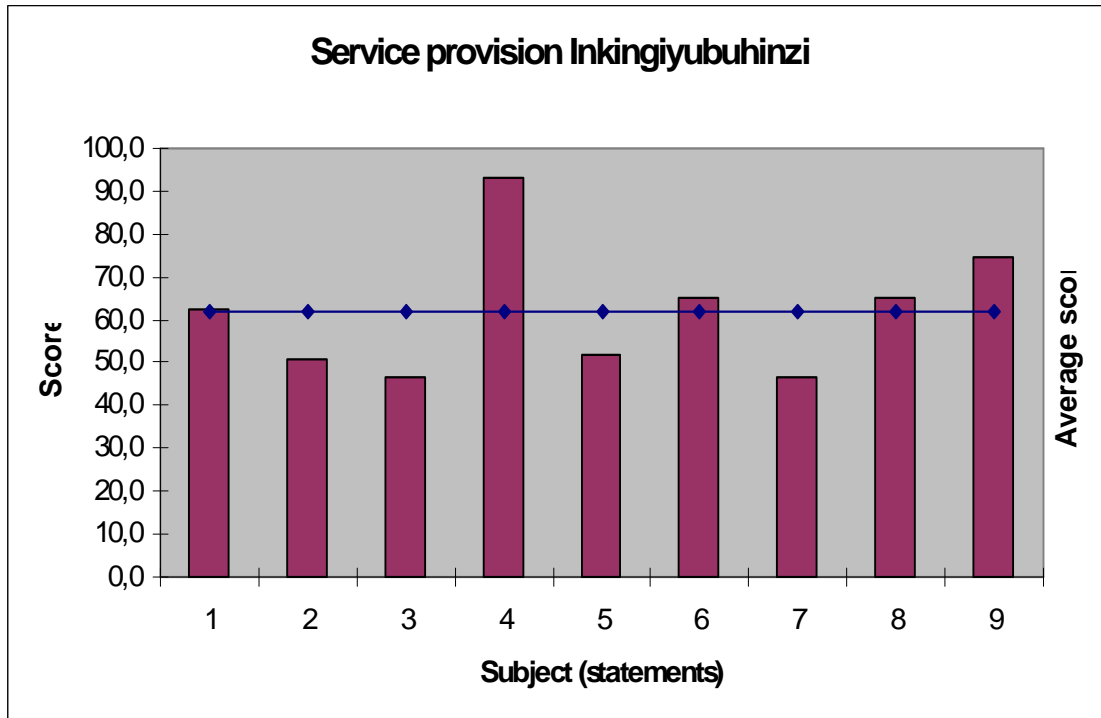


Figure 12



Remarks, questions, suggestions:

#### 4. Perception of agribusiness development in Rice cluster

##### 4.1. Production and productivity

Figure 13

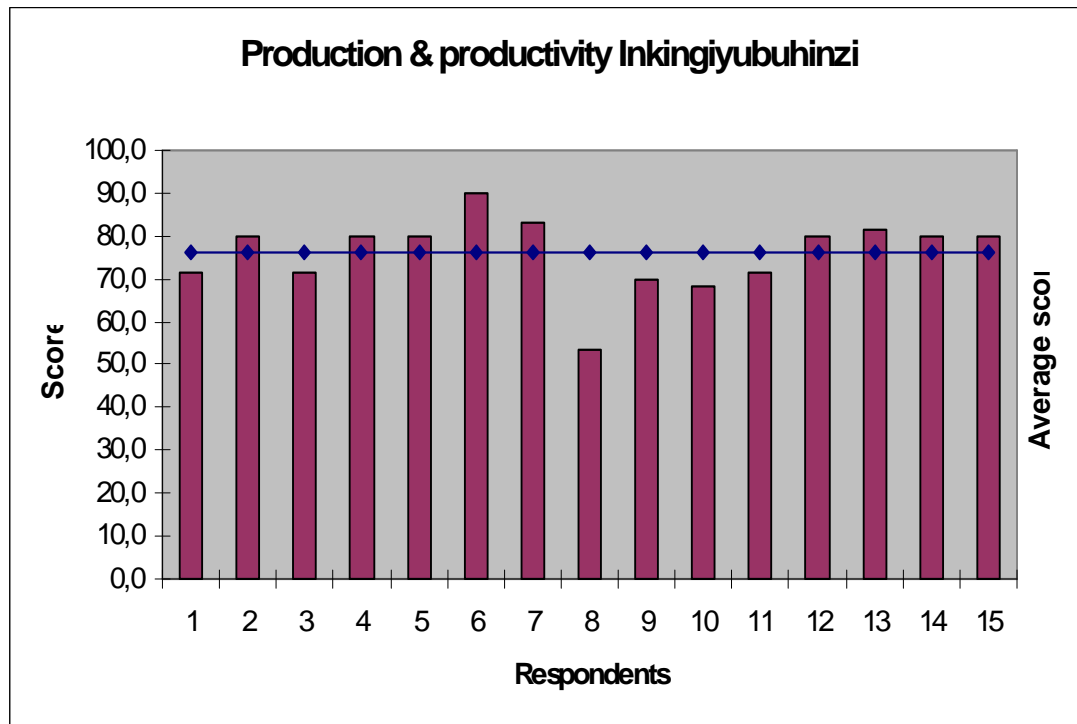
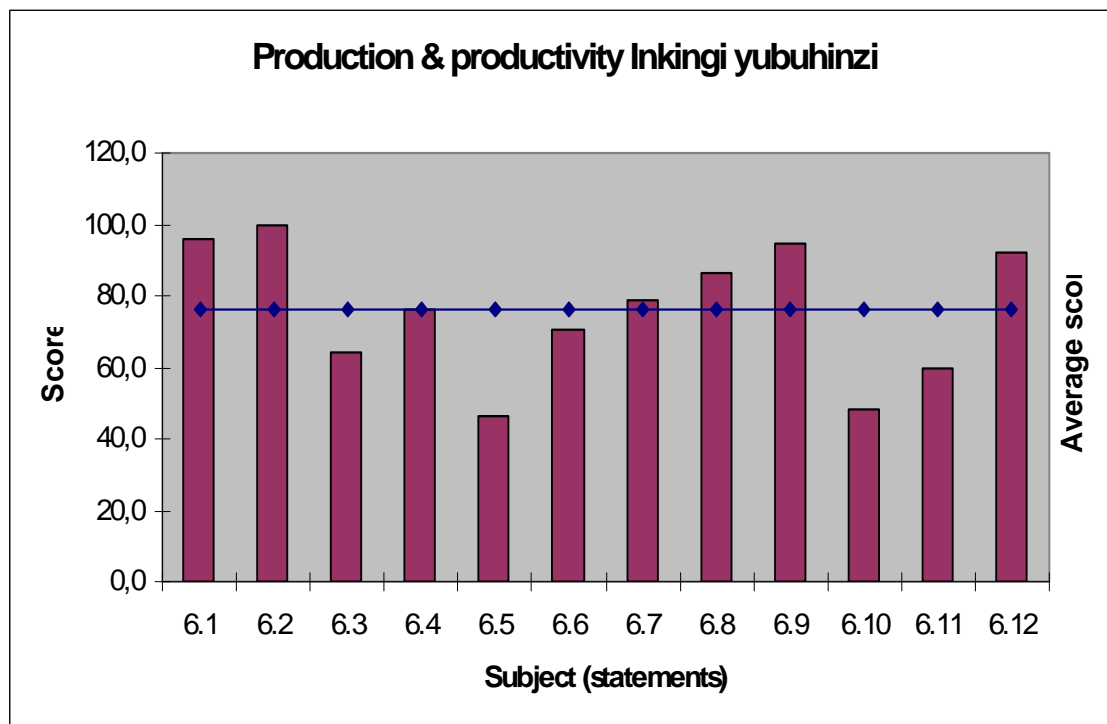


Figure 14



Remarks, questions, suggestions:

#### 4.2. Post harvest activities

Figure 15

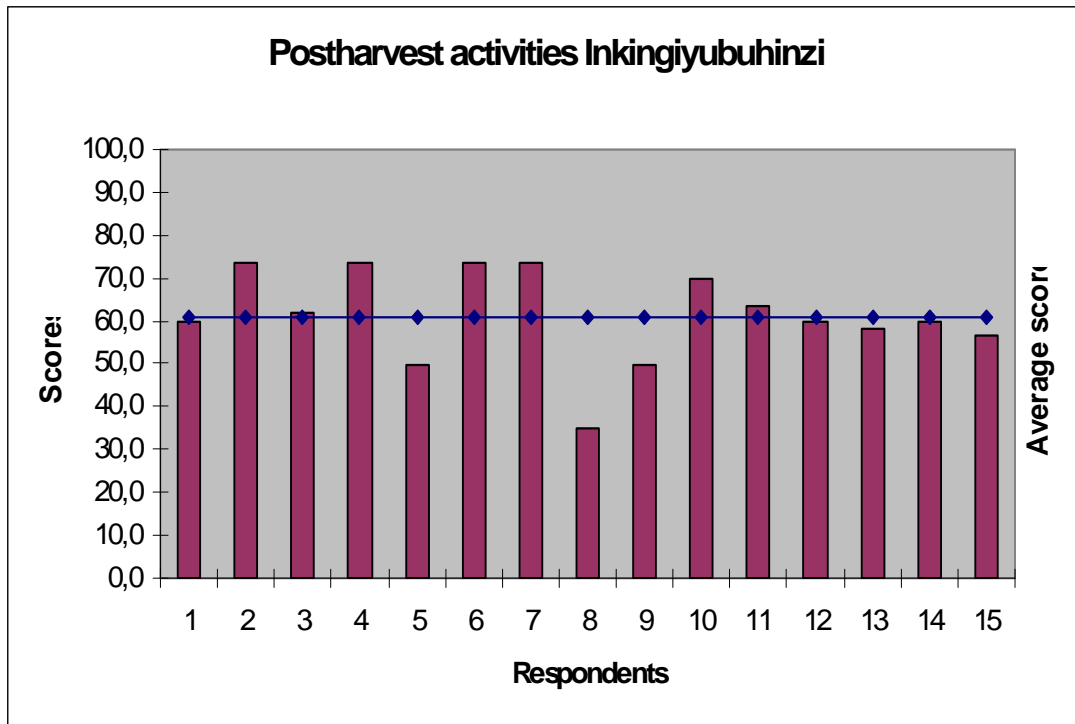
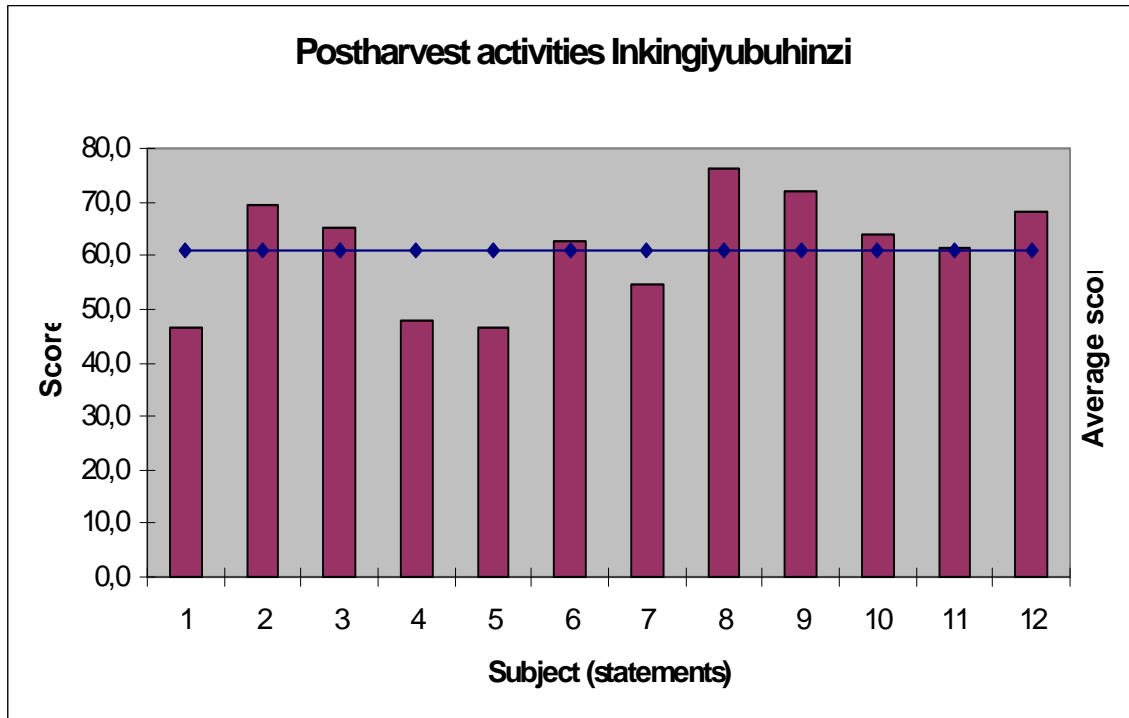


Figure 16



Remarks, questions, suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

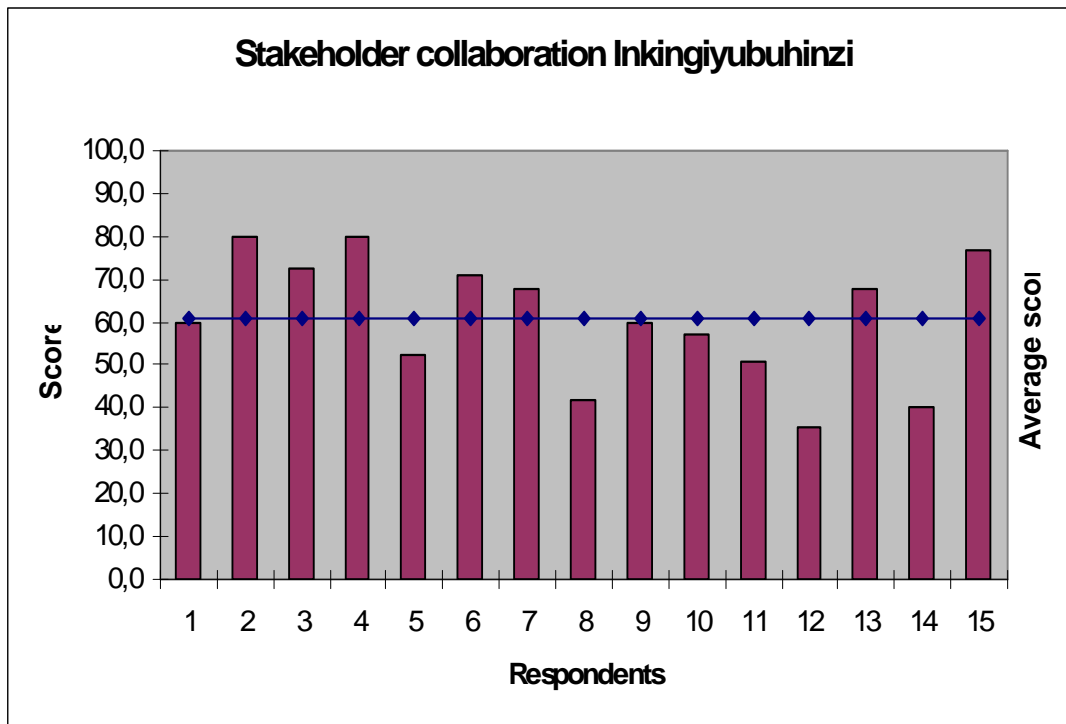
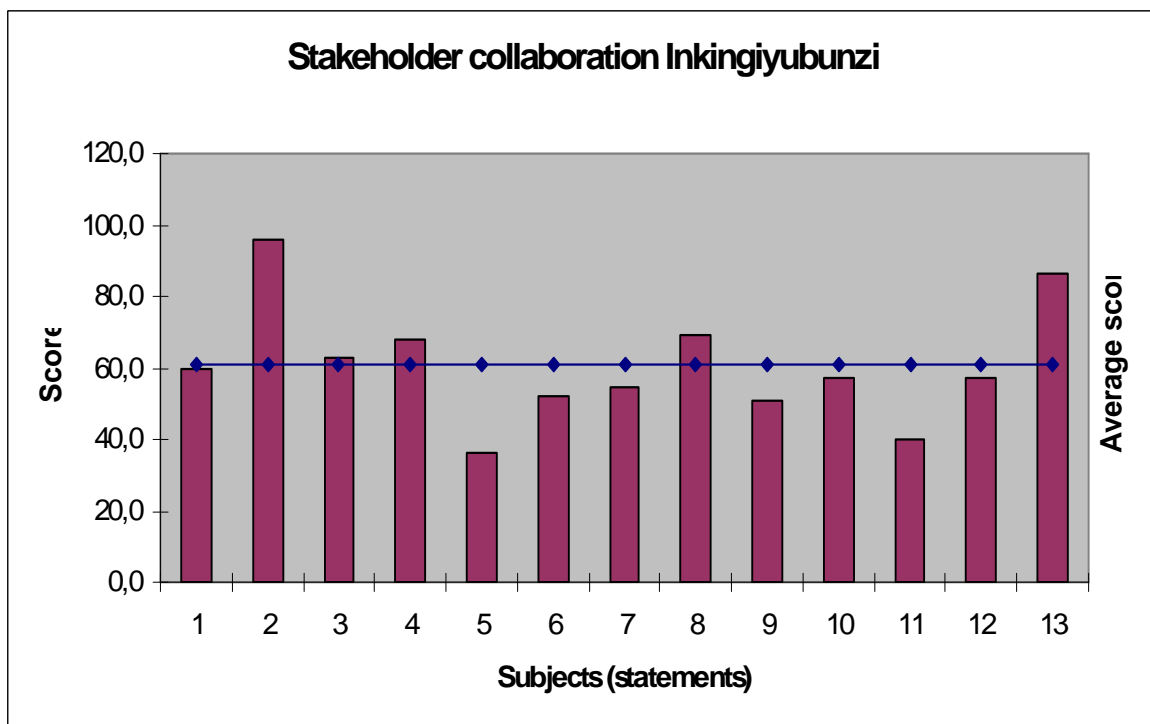


Figure 18



Remarks, questions, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that INKINGIYUBUHINZI farmers need to give priority attention to the following subjects :

....

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

## **2.6 Cooperative Mbakungahaze**

District: Ruhango

Commodity: Rice

Date of self-assessment 22 Jul. 2009

## MBAKUNGAHAZE

## LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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3. Perception of organizational performance	101
3.1. Membership base	101
3.2. Governance, leadership and internal democracy	102
3.3. Management of human and financial resources	103
3.4. Collaboration and Networks	104
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4. Perception of agribusiness development in cassava cluster	106
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## 1. Introduction

On 22 July 2009, Committee members and ordinary members of mbakungahaze invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

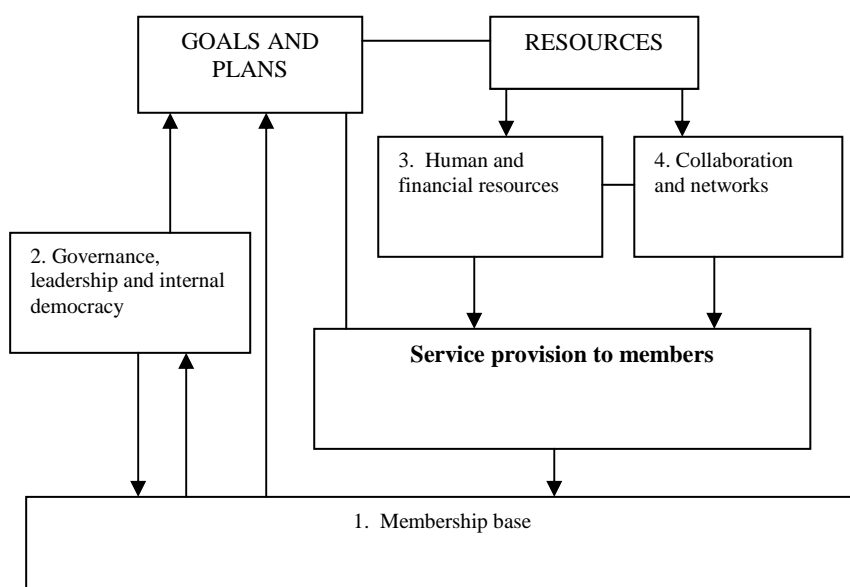
The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc). If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, Mbakungahaze roughly perceive themselves.



## 2. The mirror: overall overview of the results

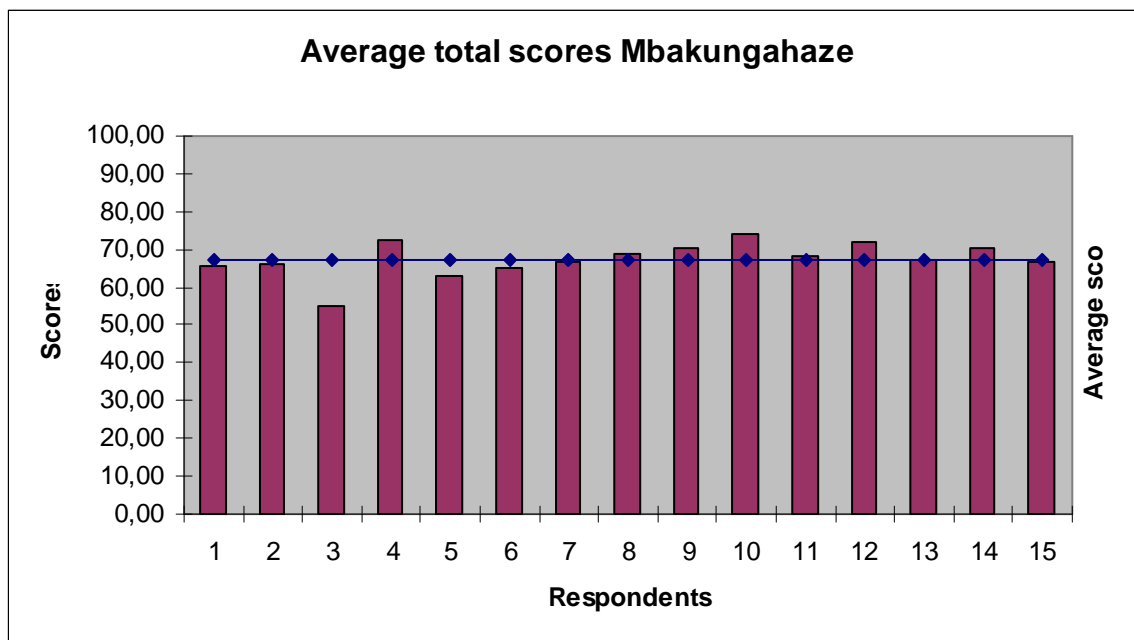
### 2.1. Total average scores

After data entry, it appears that the members of Mbakungahaze gave an average score of 67%.

This is a medium average score. The individual total scores ranged from 55 to 74% as is shown in figure 1.

This small variation may indicate two things: (i) there are quite a relative close understanding between the zones or (ii) nearly all participants are neither very severe nor are they very gracious (generous) in applying the scores. That's why the absolute values of the scores are less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

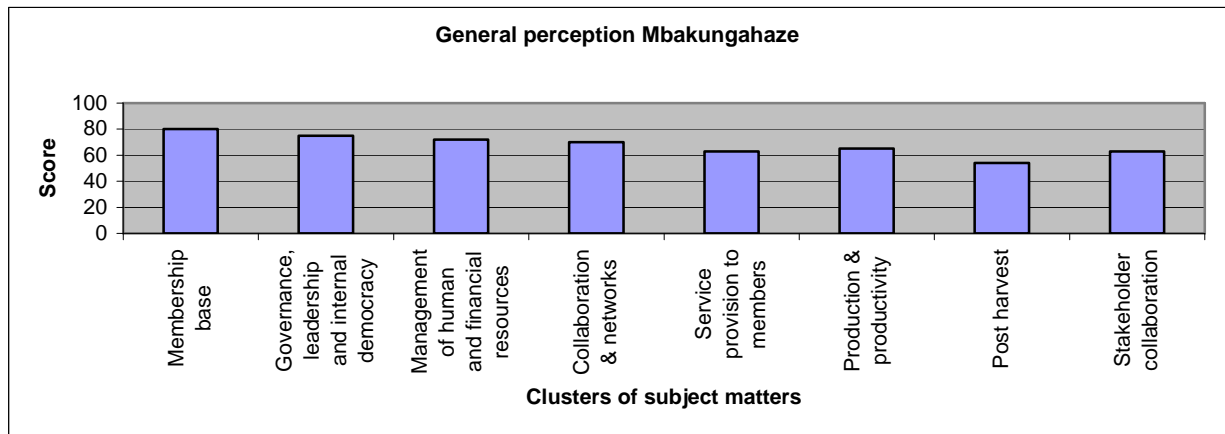
Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:  
Figure 2



### 2.4. The general picture that arises

In general terms, the image that is coming up is that one cluster: production and productivity scores low around 50%. The rest score relatively high around and above the average including very high score, the membership base with 80%.

Clusters				Results
Membership base	80	😊	The highest score. Not an area of concern.	
Governance, leadership and democracy	75	😊	High score. Not an area of very high concern	
Management of human and financial resources	72	😊	High score. Not an area of very high concern.	
Collaboration and networks	70	😊	High score. Apparently not an area of high concern.	
Service provision to members	63	😐	Average score. Some issues are likely to need further analysis and/or action	
Production and productivity	65	😐	Average score. Some issues are likely to need further analysis and/or action	
Production and productivity	54	😞	Clearly the lowest score. There seem to be some serious points of the highest concern.	
Stakeholder collaboration	63	😐	Average score. Some issues are likely to need further analysis and/or action	

## 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 72%. The average score for the perception of agribusiness development is lower: 61%.

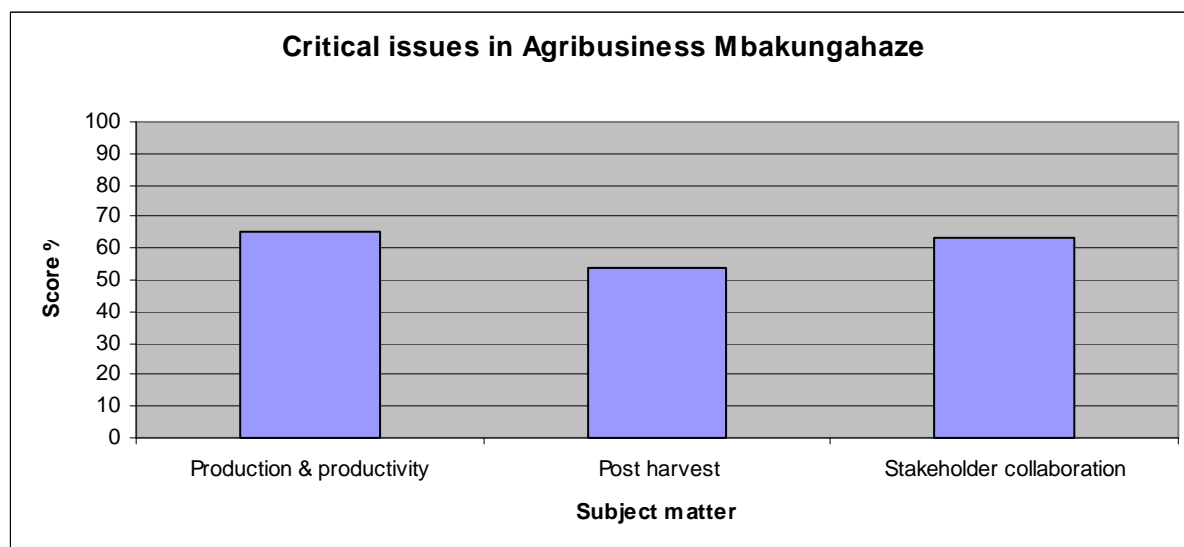
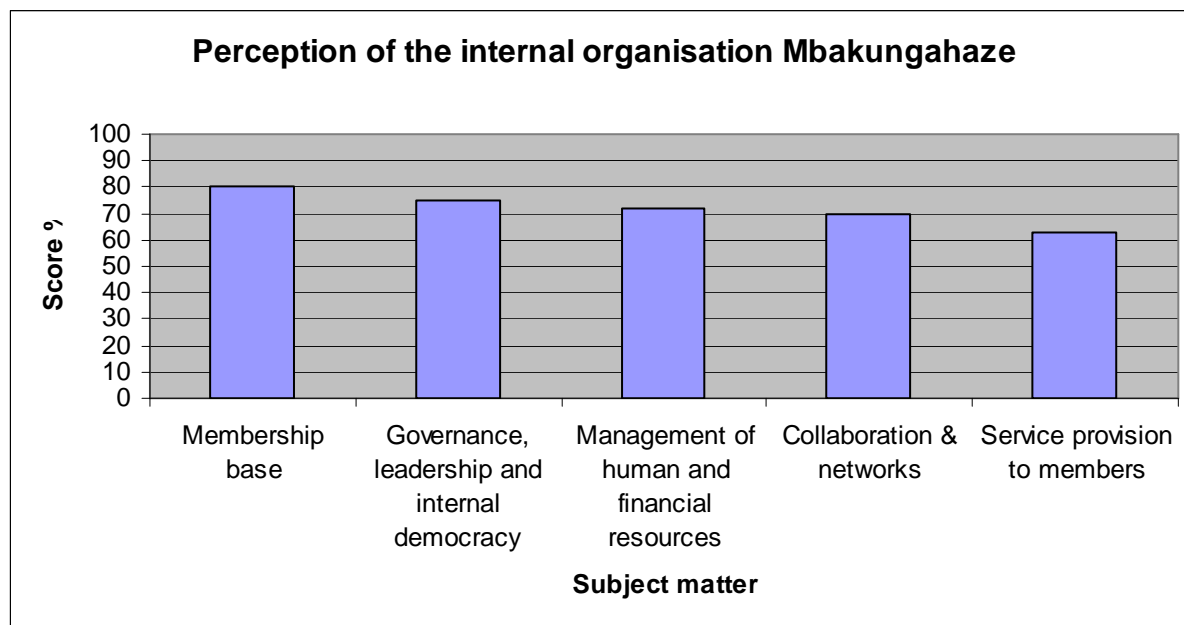
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	80	91	67	7
2. Governance, leadership and internal democracy	75	98	62	9
3. Management of human and Financial resources	72	78	60	8
4. Collaboration and networks	70	78	58	7
5. Service provision to members	63	89	22	17
<i>Perception of organizational performance</i>	72	89	60	7
6. Production and productivity	65	85	47	10
7. Post harvest activities	54	80	18	19
8. Stakeholder collaboration	63	80	23	14
<i>Perception of agribusiness development</i>	61	76	43	10
TOTAL AVERAGE SCORE	67	74	55	5

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like governance, leadership and internal democracy, the highest score is very high with 98. However the lowest score of this cluster is 62 and the standard deviation is 9. This may indicate that the level of agreement is relatively higher. There are also some clusters like post harvest activities where the level of agreement is low with 19 of the standard deviation. In this case, (i) some respondents may lack critical attitude or (ii) some respondents looked at and considered their individual performance instead of considering collective performance. An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically scoring one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of Mbakungahaze in cassava production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 72 % score relatively higher in relation with the average of the general perception 67%. The clusters in agribusiness development with average of 61 score much lower. Additionally the level of agreement in organizational performance the level of agreement is relatively higher compare to the level of agreement in agribusiness development clusters.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

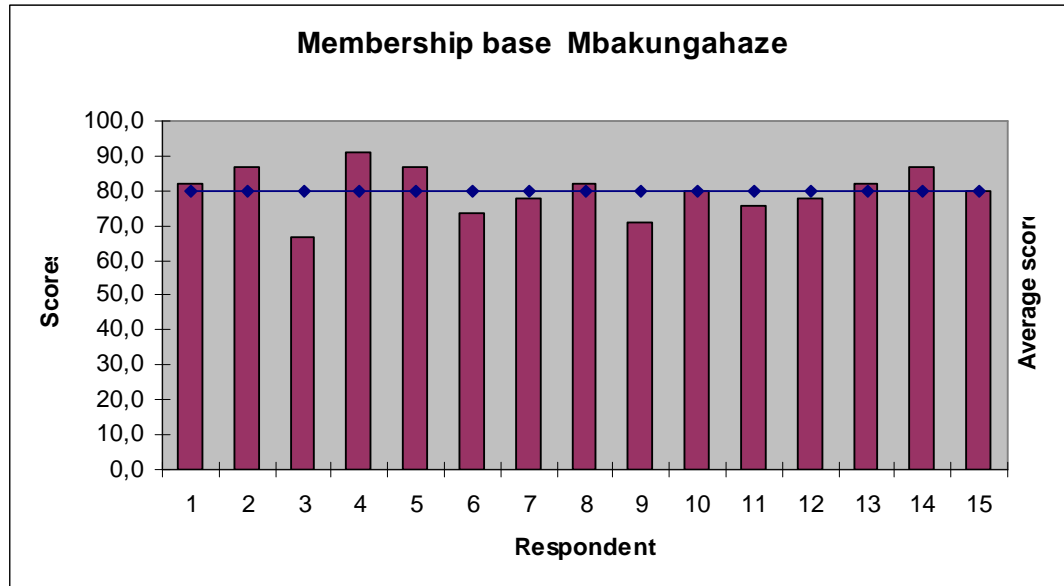
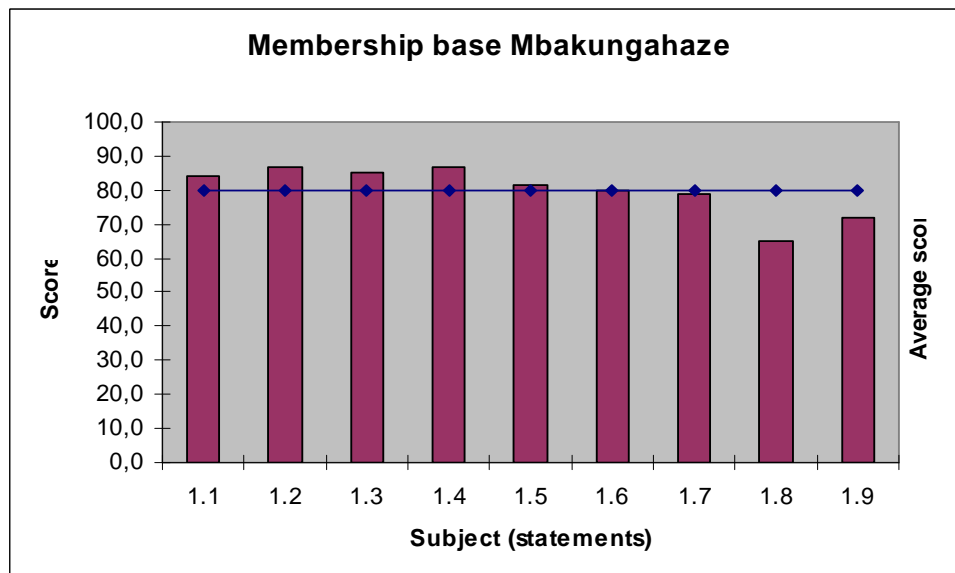


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of Mbakungahaze:



Remarks: issues in 1,7; 1,8 Deeply concerned and in 1,9

Questions: Why is 1, 8 the lowest

Suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

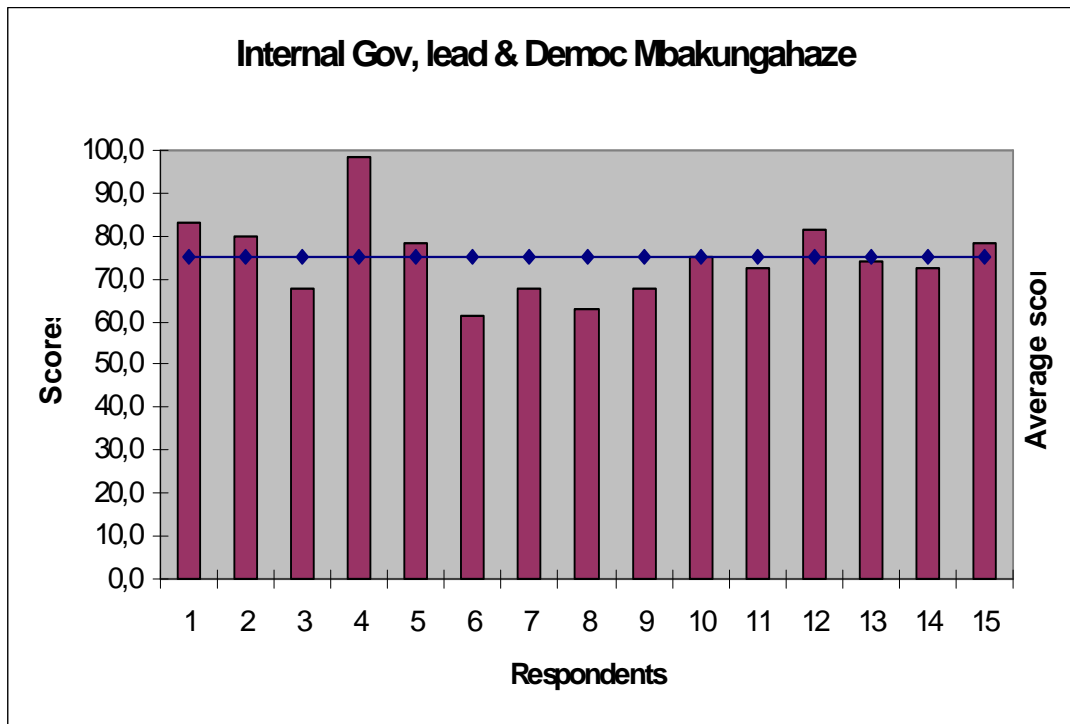
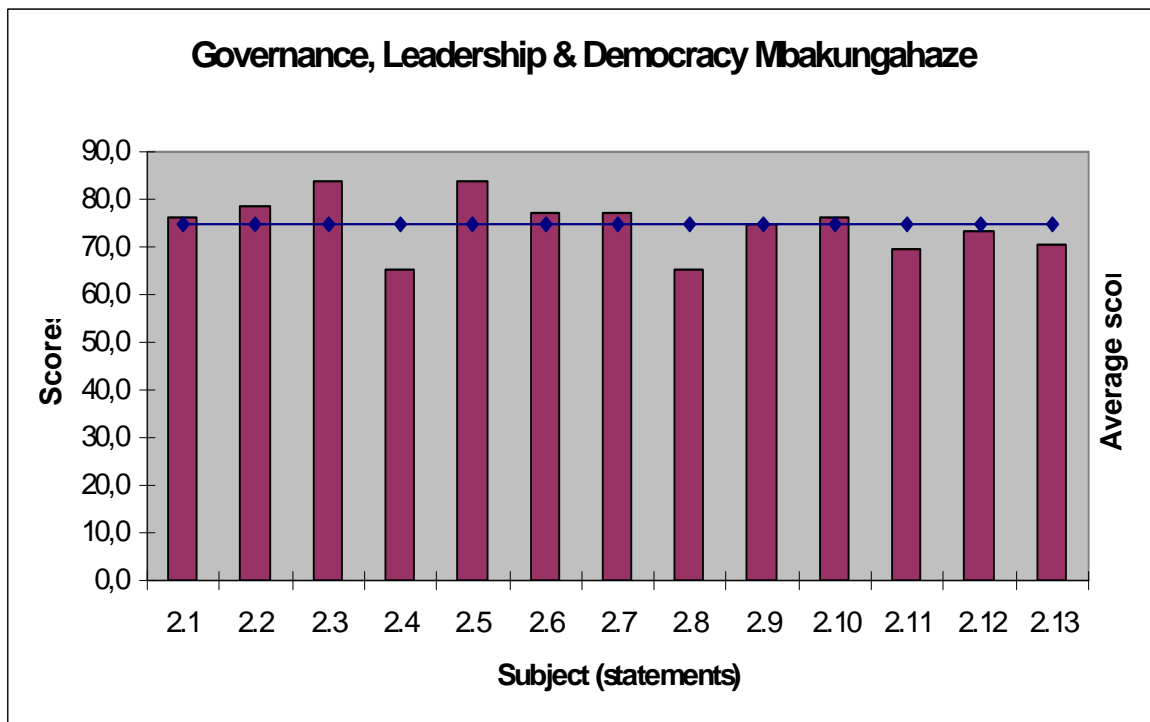


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of Mbakungahaze:



Remarks issues of concern 2.4, 2.8, 2.11 and 2.13

, questions, why 2.4 got lowest and 2.5 got highest. Suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

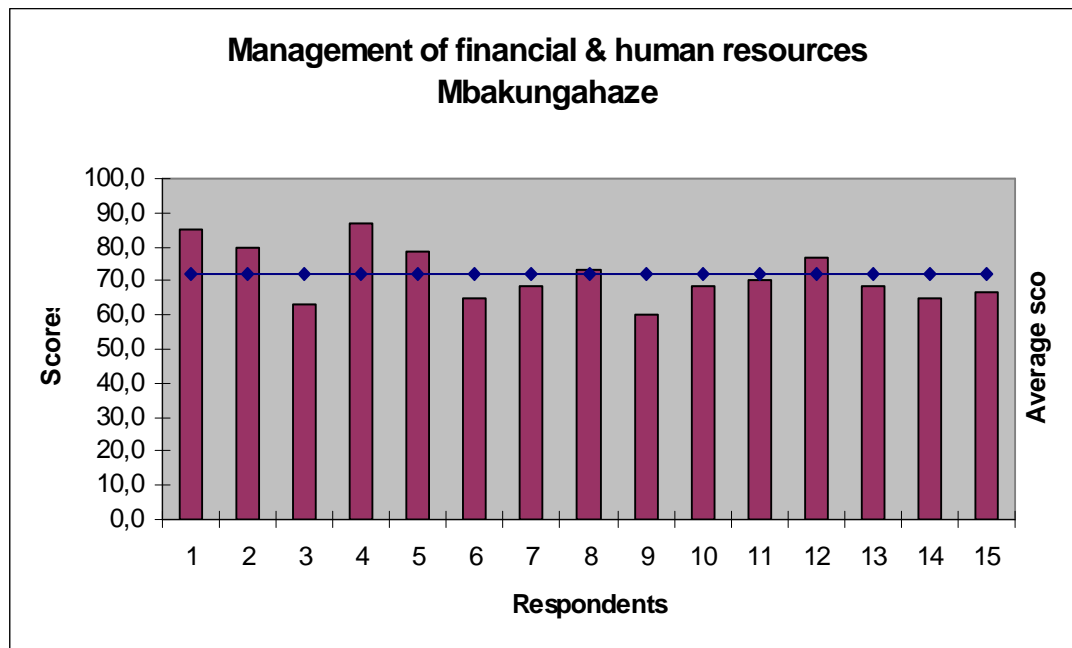
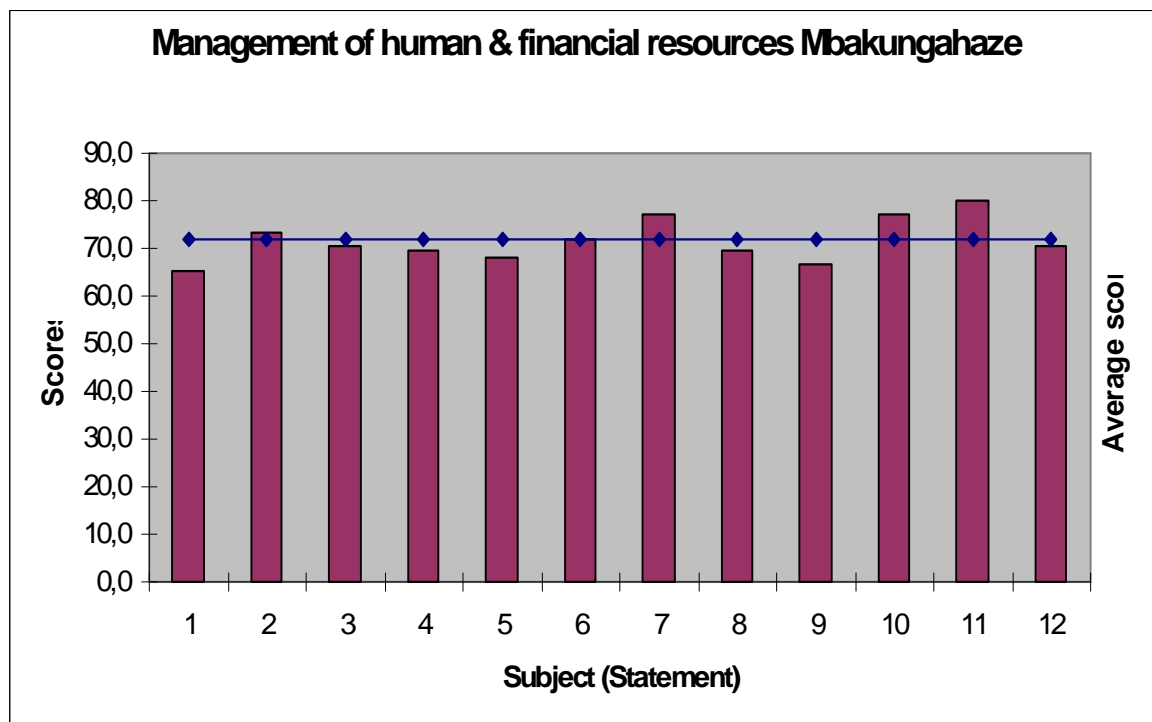


Figure 8 shows the scores for each statement :



Remarks: problems with 3,1; 3,3; 3,4; 3,5; 3,8; 3,9; & 3,12.questions: Why?  
suggestions:

### 3.4. Collaboration and Networks

Figure 9

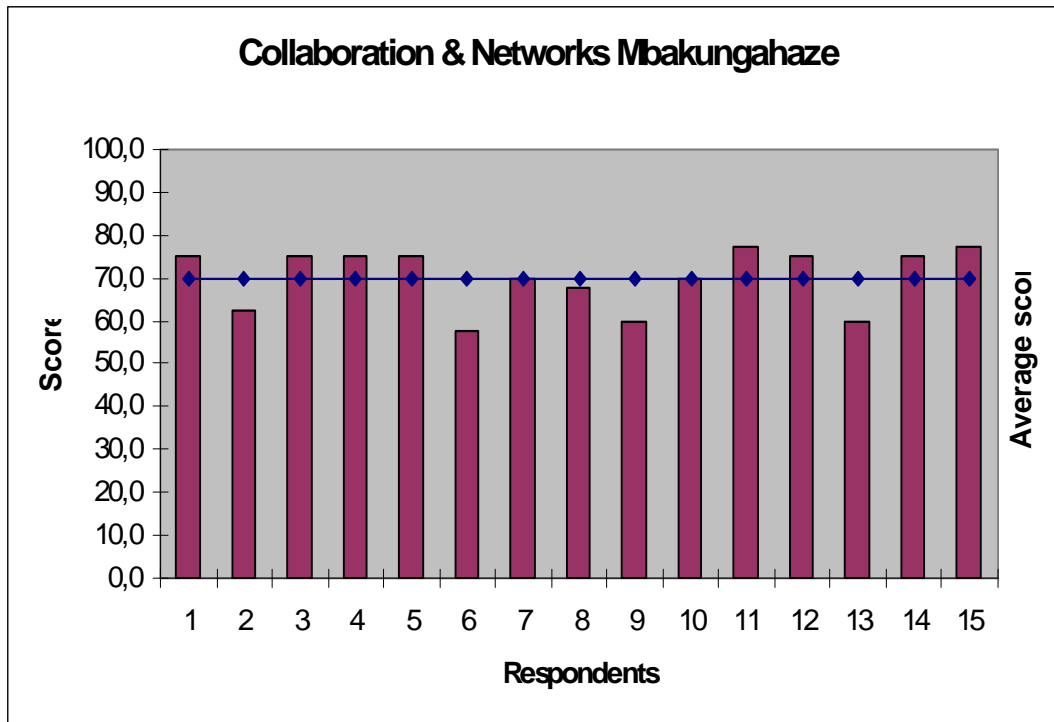
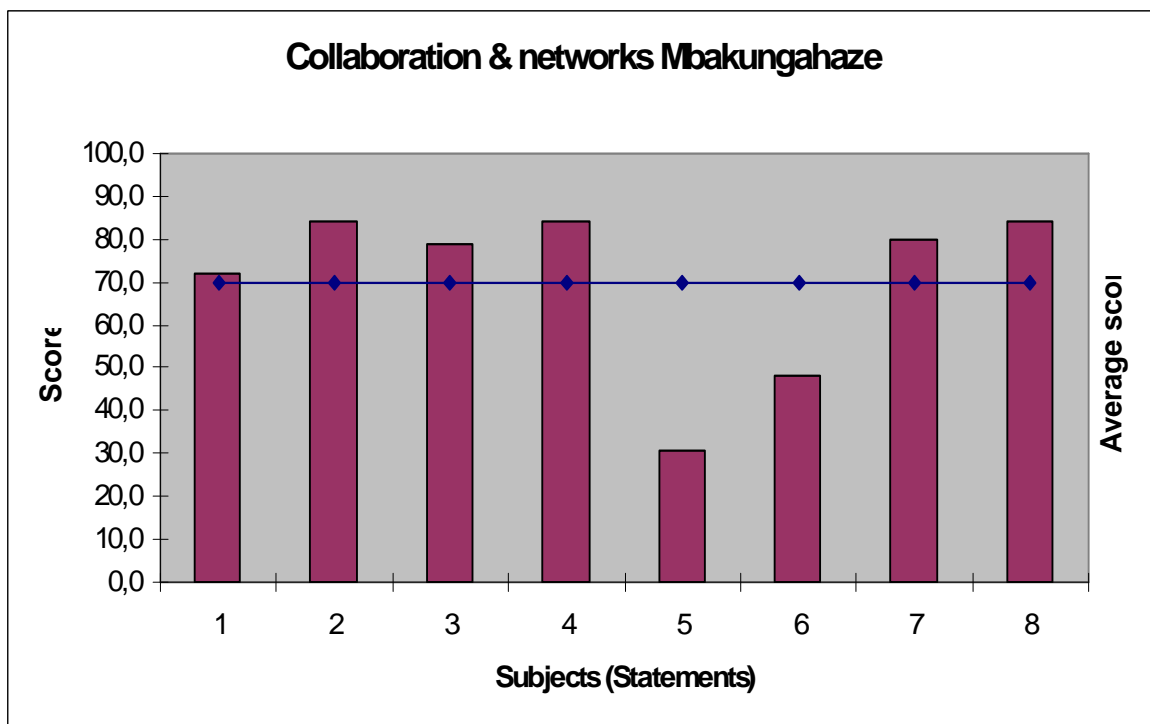


Figure 10



Remarks, issues of concern 5, and 6

Questions why, 5 go lowest and 2 got highest? Suggestions? :



### 3.5. Service provision to members

Figure 11

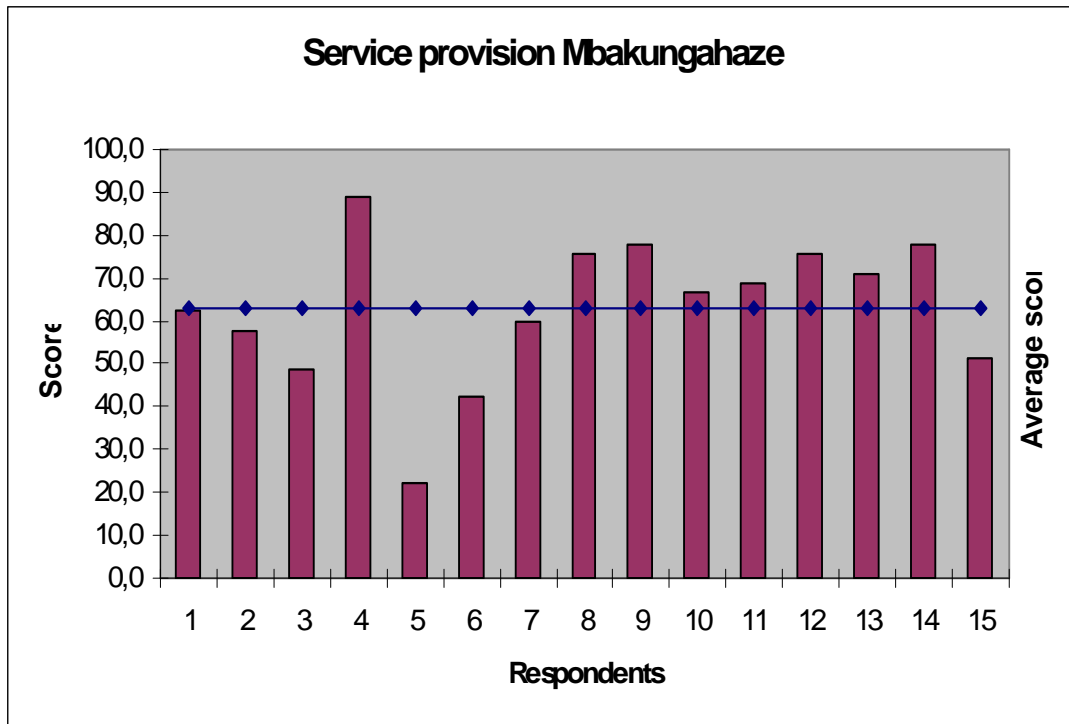
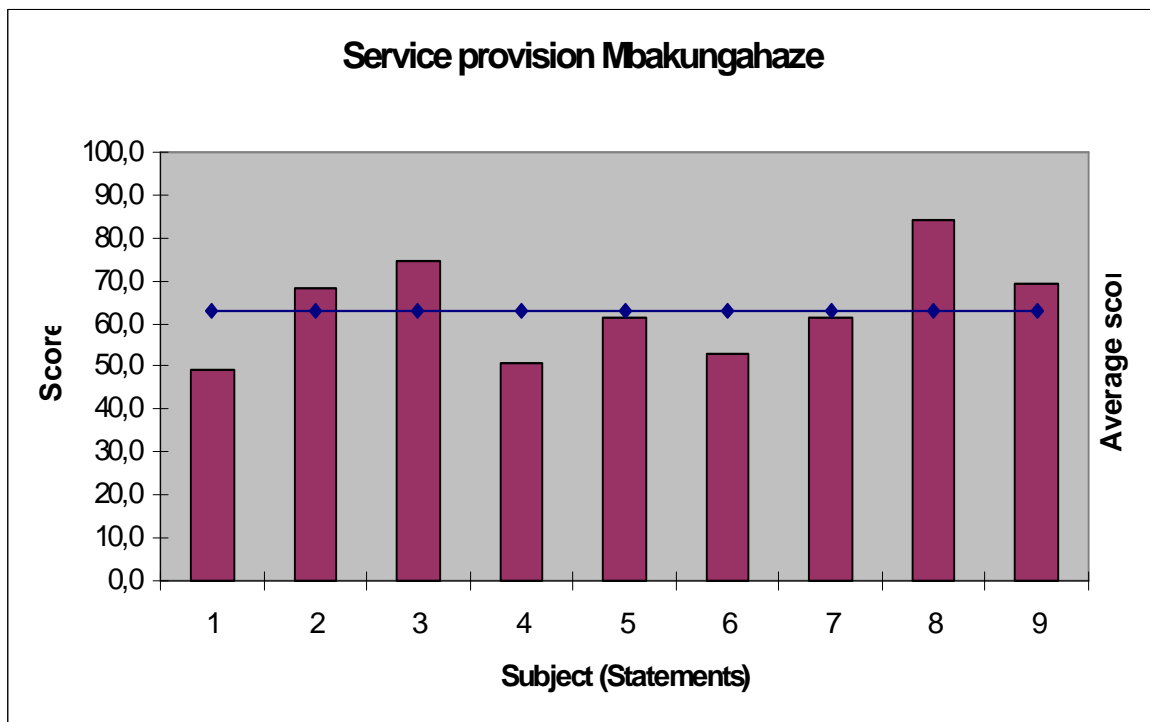


Figure 12



Remarks, issues of concern 1,4, 5, 6, 7, and 9  
 Questions why 4 got lowest and 8 got highest.  
 , suggestions:

#### 4. Perception of agribusiness development in cassava cluster

##### 4.1. Production and productivity

Figure 13

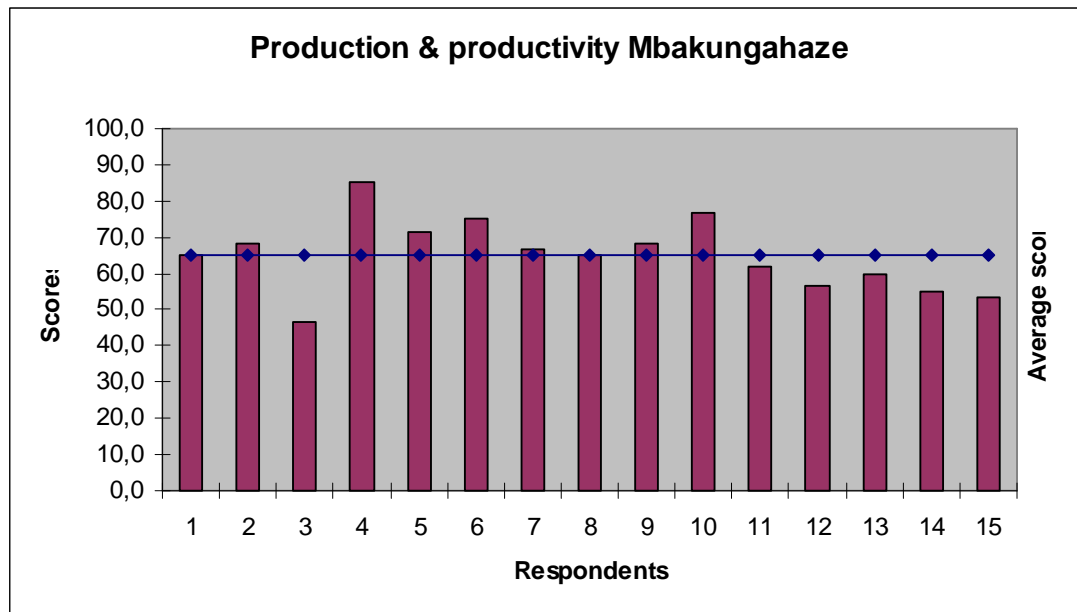
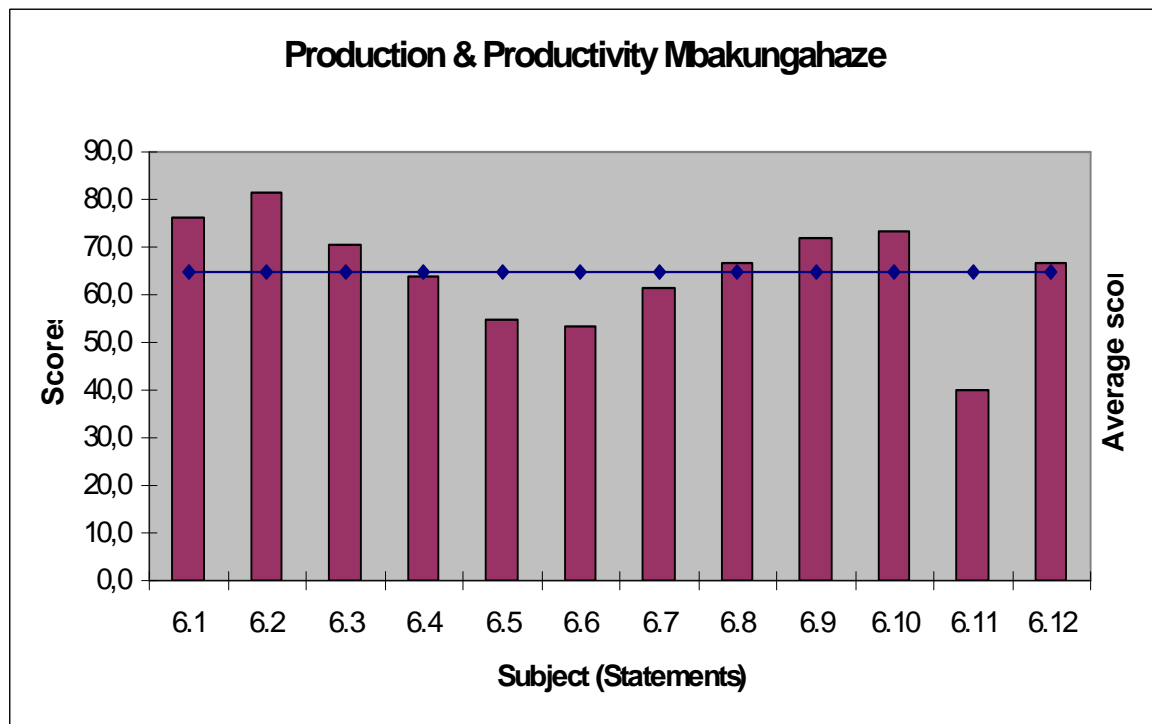


Figure 14



Remarks, issues of concern in 6.4; 6.5.6.6; 6.7 and 6.11 questions, why 6.11 got lowest and 6.2 got highest suggestions:

#### 4.2. Post harvest activities

Figure 15

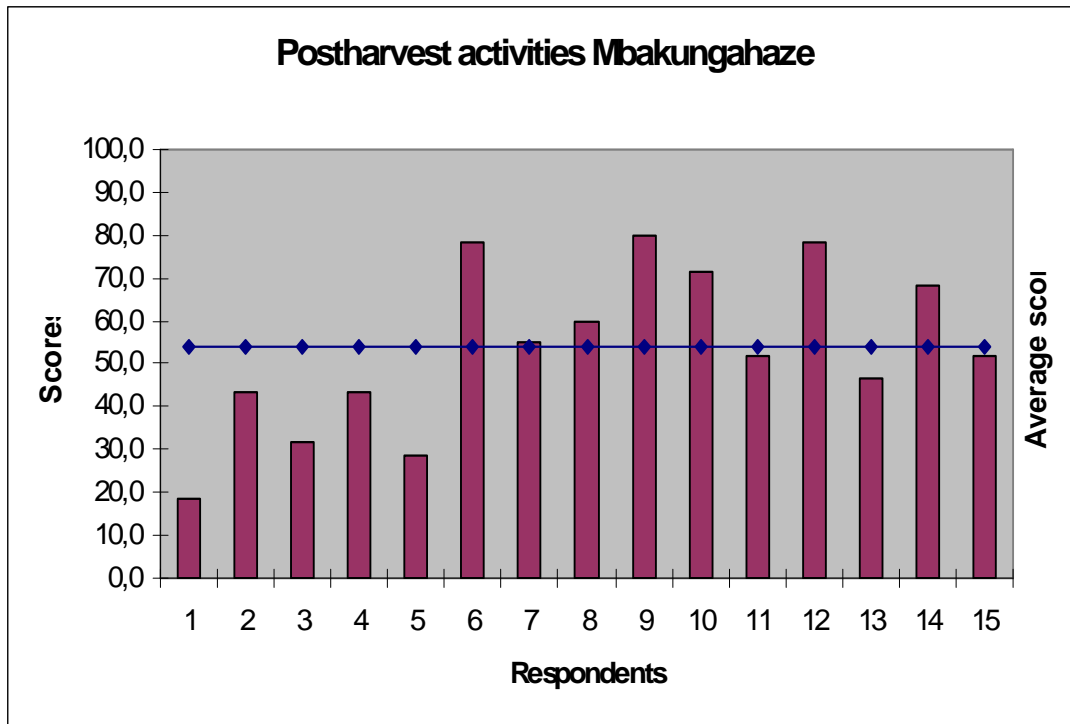
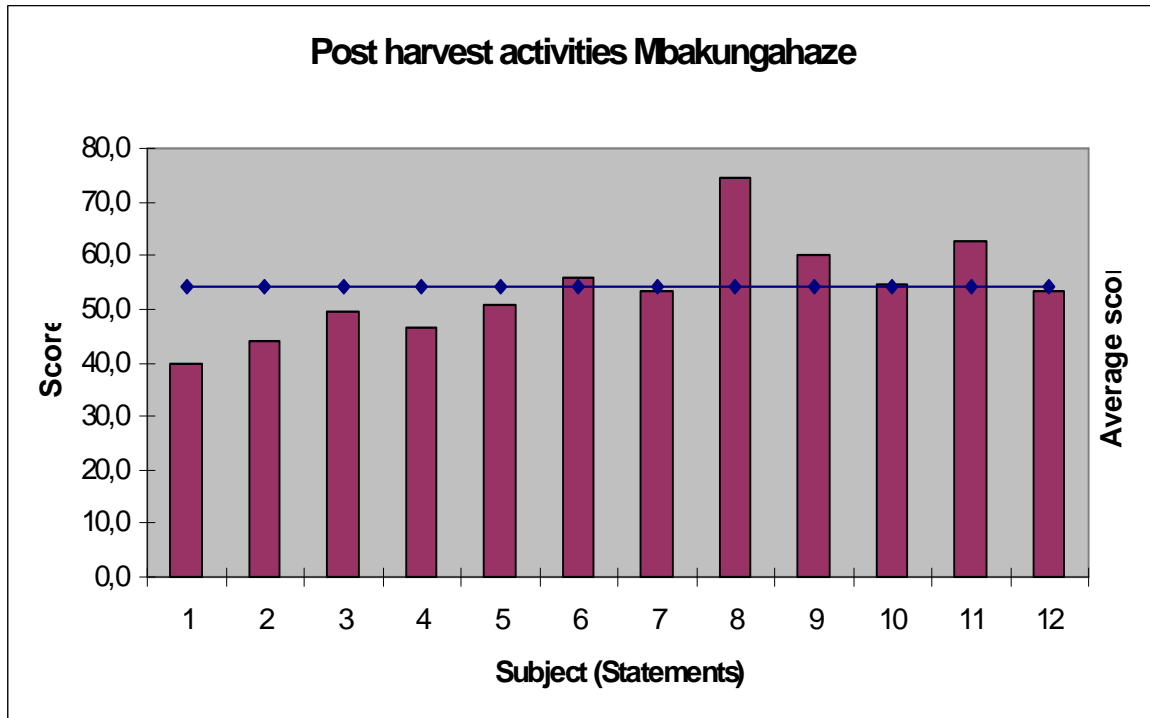


Figure 16



Remarks issues of concern 1,2,3,4, and 5  
 , questions, why 1 got lowest and 8 got highest  
 suggestions:

### 4.3. Stakeholder colaboration

Figure 17

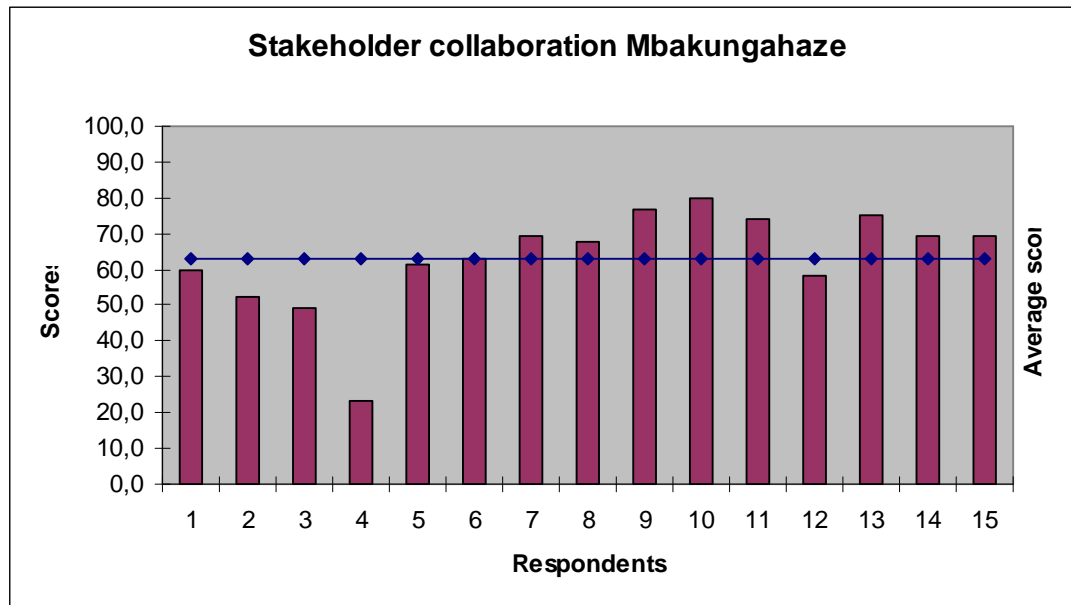
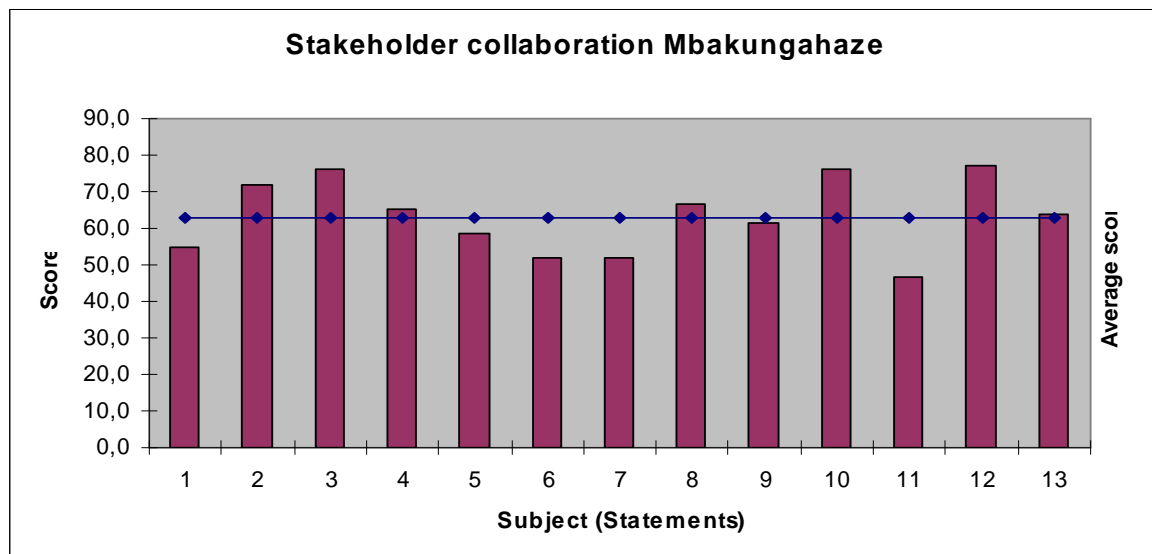


Figure 18



Remarks: issues in 1, 5, 6, 7, 9, 11 questions, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that Mbakungahaze farmers need to give priority attention to the following subjects :

....

Attention is needed in all statements that scored below the average.

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

## **2.7 Cooperative COADPM**

District: Bugesera

Commodity: Rice

Date of self-assessment: 5 Aug 2009

## COADPM Results

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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### 1. Introduction

On 5 August 2009, the Committee members and ordinary members of COADPM invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

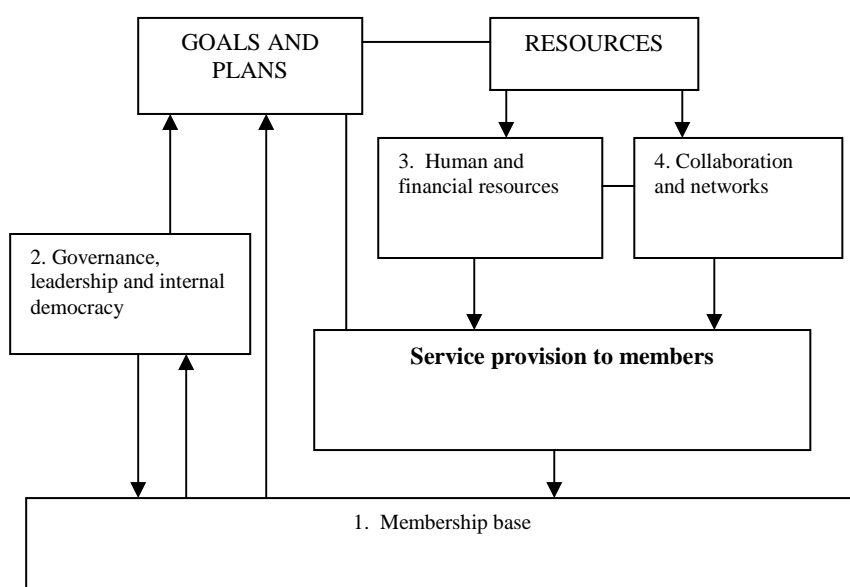
The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc). If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, COADPM roughly perceive themselves.



## 2. The mirror: overall overview of the results

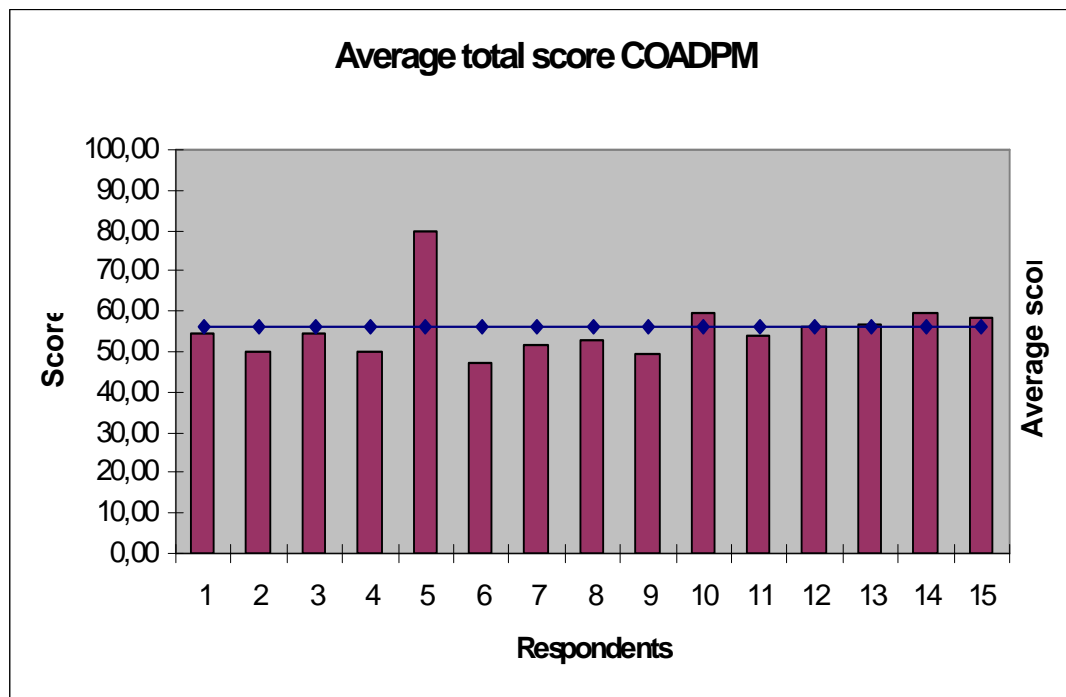
### 2.1. Total average scores

After data entry, it appears that the members of COADPM gave an average score of 56%.

This is a low average score. The individual total scores ranged from 47 to 80% as is shown in figure 1.

This high variation may indicate two things: (i) participants may have a huge disagreement over the performance of their cooperative or (ii) simply, some participants severely score against their cooperative whereas others don't. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

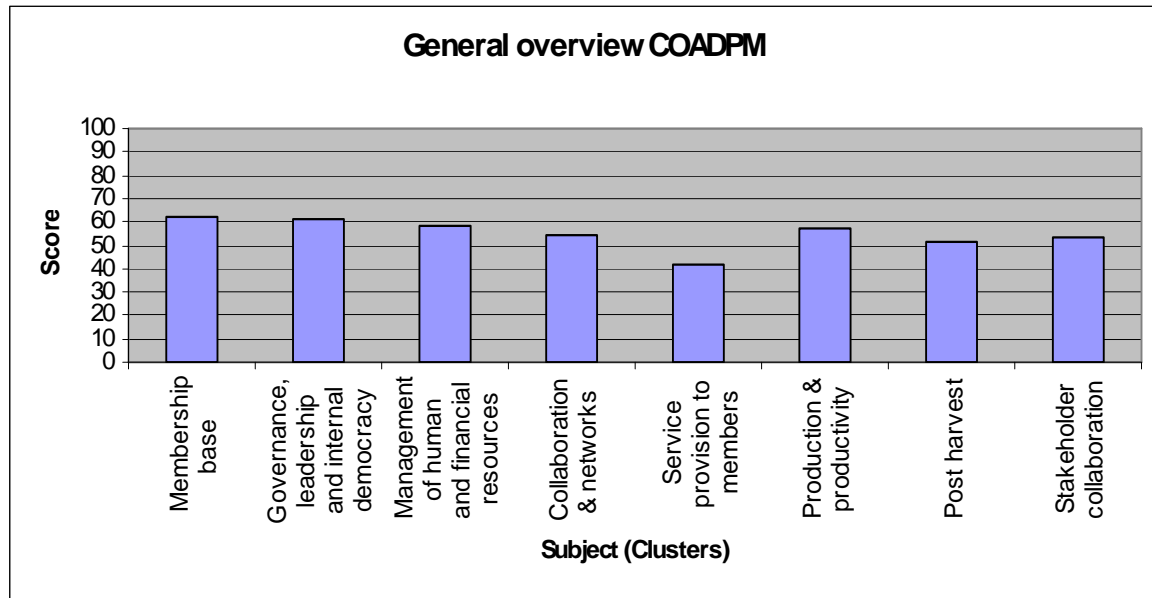
More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters' scores range between 42% and 62%. There is large difference of score between clusters. In addition, this shows that participants diverge a lot in understanding the performance of their cooperative through different clusters or aspects. Besides, participants may have severely scored against their cooperative.



Clusters				Results
<i>Membership base</i>	62	😊		<i>The highest score. But not high enough: more effort is needed.</i>
<i>Governance, leadership and democracy</i>	61	😊		<i>High score. But not high enough: more effort is needed</i>
<i>Management of human and financial resources</i>	58	😊		<i>High score. Not an area of very high concern</i>
<i>Collaboration and networks</i>	54	😊		<i>Clearly one of the lowest scores. There seem to be some serious points of the highest concern. Some issues are likely to need further analysis and/or action</i>
<i>Service provision to members</i>	42	😊		<i>Around the average score, effort for improvement is needed.</i>
<i>Production and productivity</i>	57	😊		<i>Around the average score, effort for improvement is needed.</i>
<i>Post harvest activities</i>	51	😊		<i>Around the average score, effort for improvement is needed.</i>

Stakeholder collaboration	53	☺	<i>Around the average score, effort for improvement is needed. There seem to be some serious points of the highest concern</i>
---------------------------	----	---	--

### 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 56%. The average score for the perception of agribusiness development is lower: 54%.

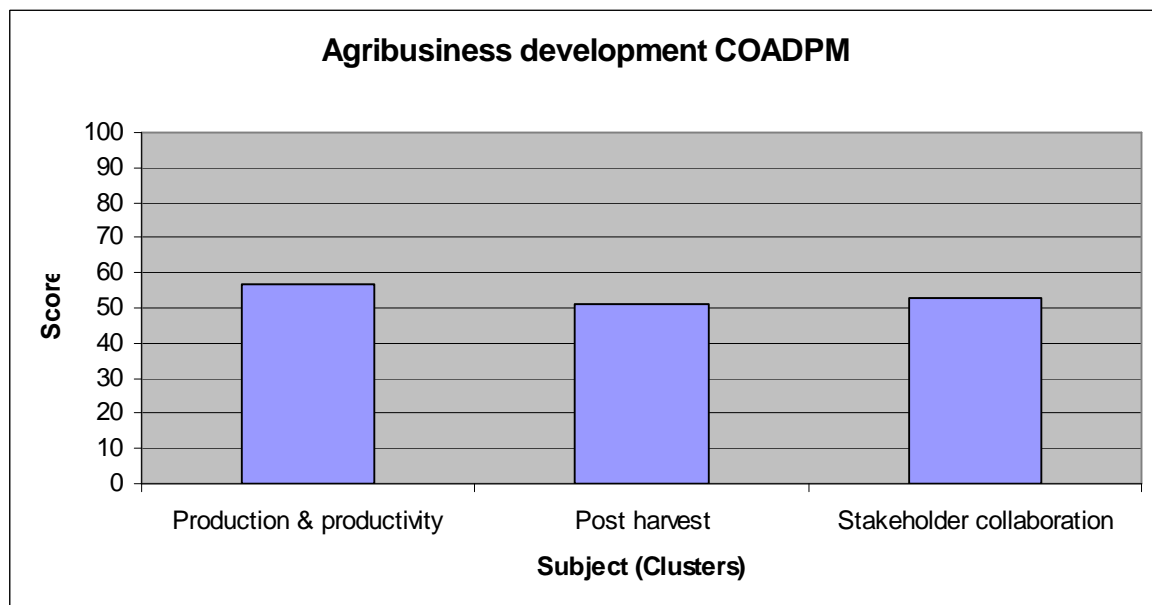
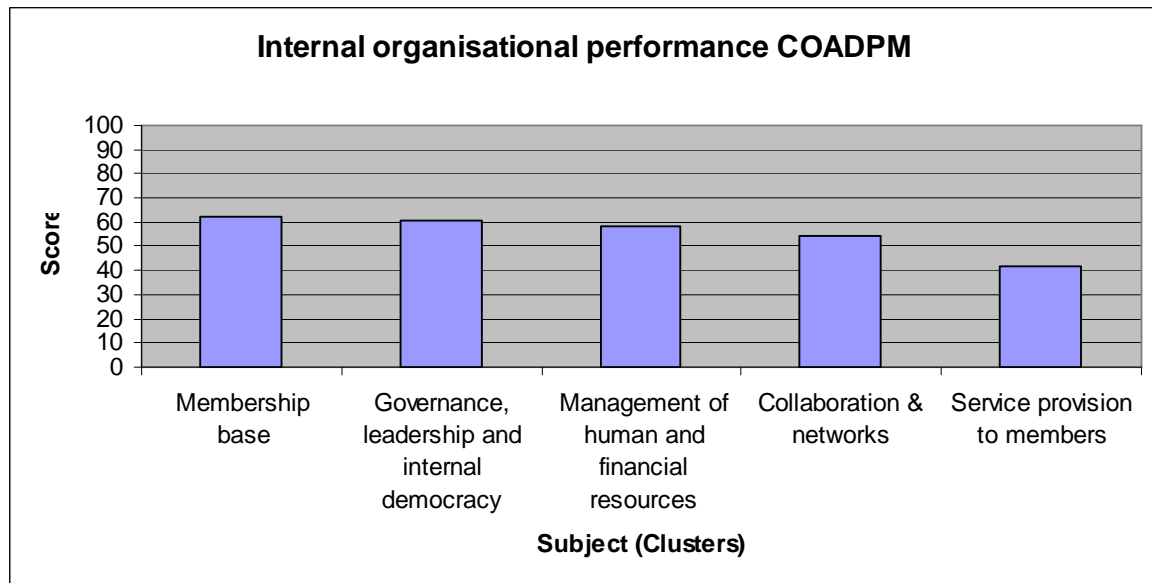
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	62	87	40	10
2. Governance, leadership and internal democracy	61	88	35	12
3. Management of human and Financial resources	58	72	32	13
4. Collaboration and networks	54	80	38	11
5. Service provision to members	42	62	24	12
<i>Perception of organizational performance</i>	56	78	47	7
6. Production and productivity	57	68	42	8
7. Post harvest activities	51	72	18	13
8. Stakeholder collaboration	53	69	37	11
<i>Perception of agribusiness development</i>	54	64	38	7
TOTAL AVERAGE SCORE	56	80	47	8

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but Governance, leadership and internal democracy scores very high with 88% and the lowest score of this cluster is 35, at the same time the standard deviation is 12. This may indicate that the level of internal agreement for this cluster is very low. Only production and productivity has higher internal agreement (8). Generally, there is a lot of divergence among the members of COADPM about their performance with above 10 of standard deviation in most clusters. In this case, some respondents probably lacked critical attitude. Others may be too critical. The level of agreement is equal (7) in both internal organization performance and agribusiness development. An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically score one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development COADPM in the staple food crops production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 56 % score higher in relation with agribusiness development with average of 54. However the difference between averages in these cooperative is relatively small. This may clearly mean that members of this cooperative are concerned with the their general performance, especially in the agribusiness development.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

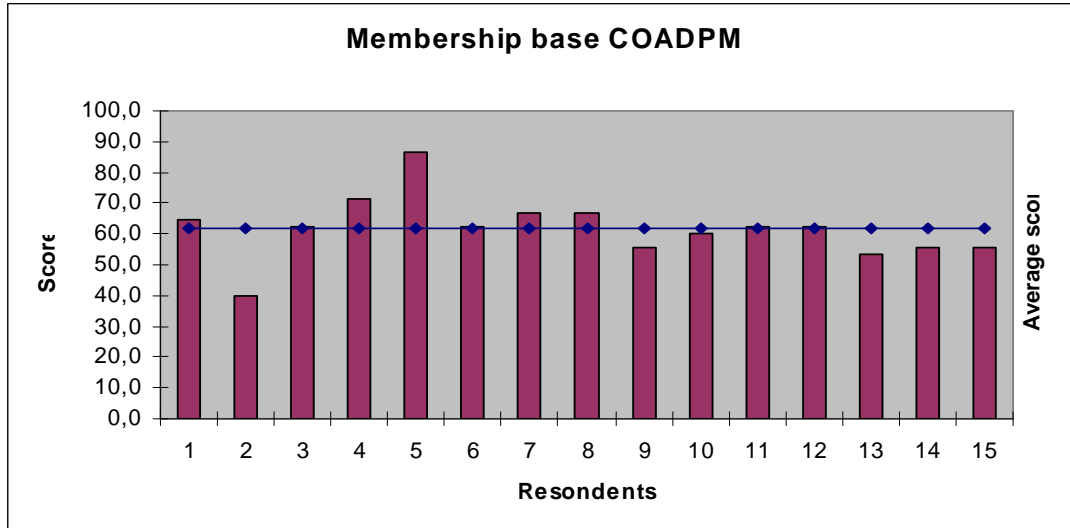
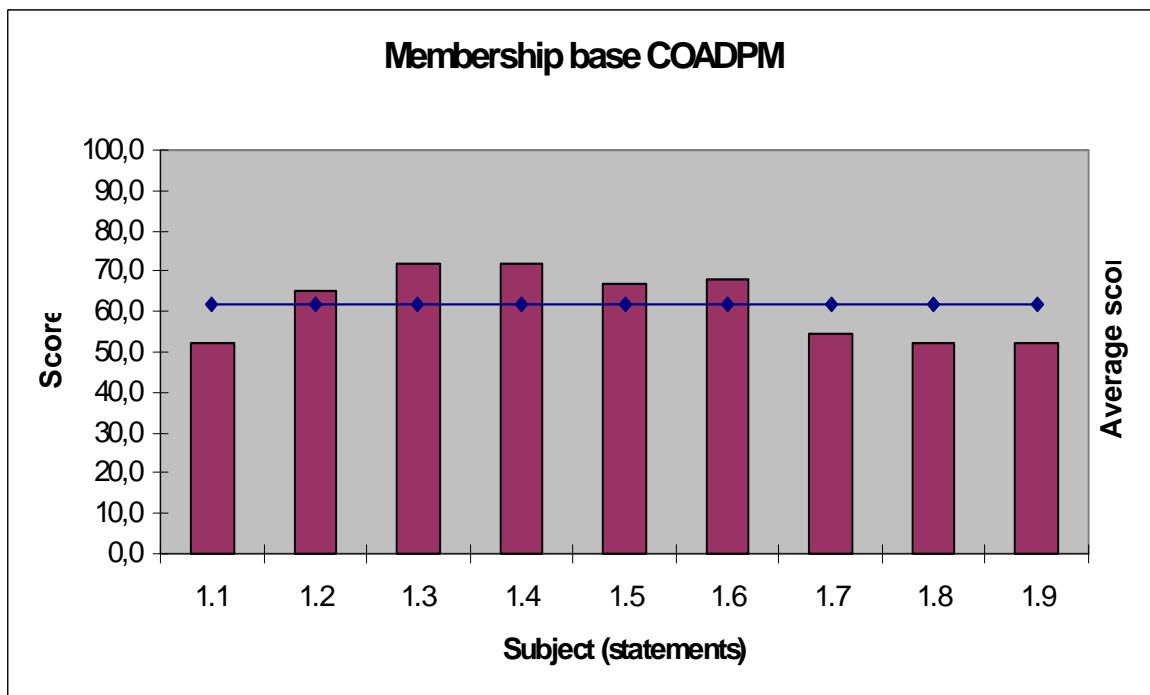


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of COADPM:



Remarks, questions, suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

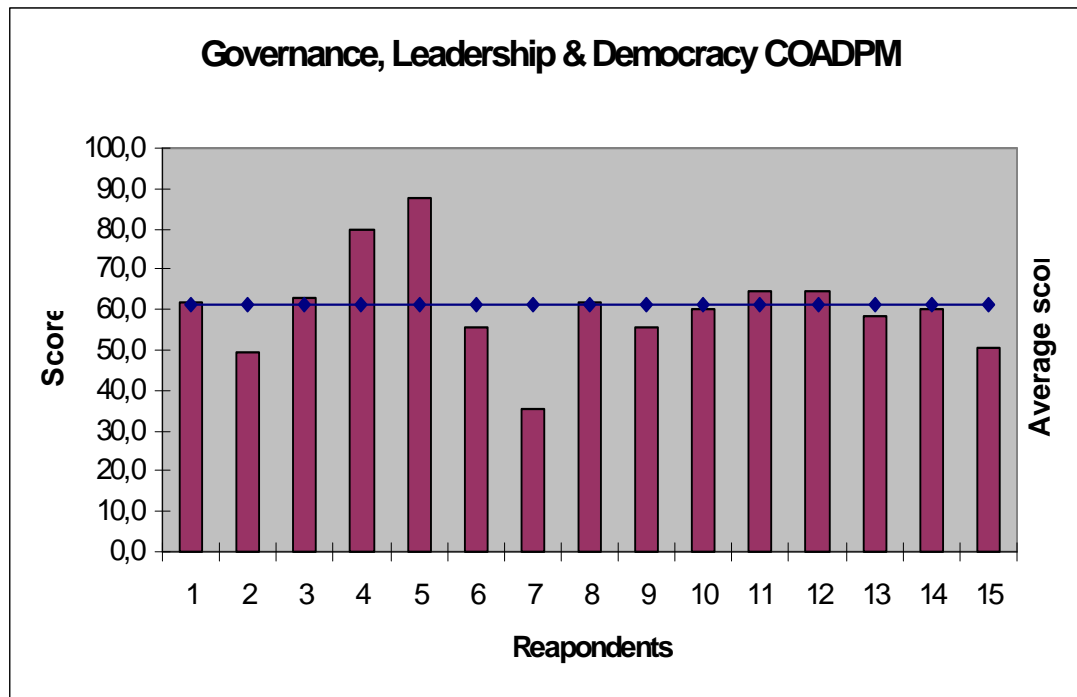
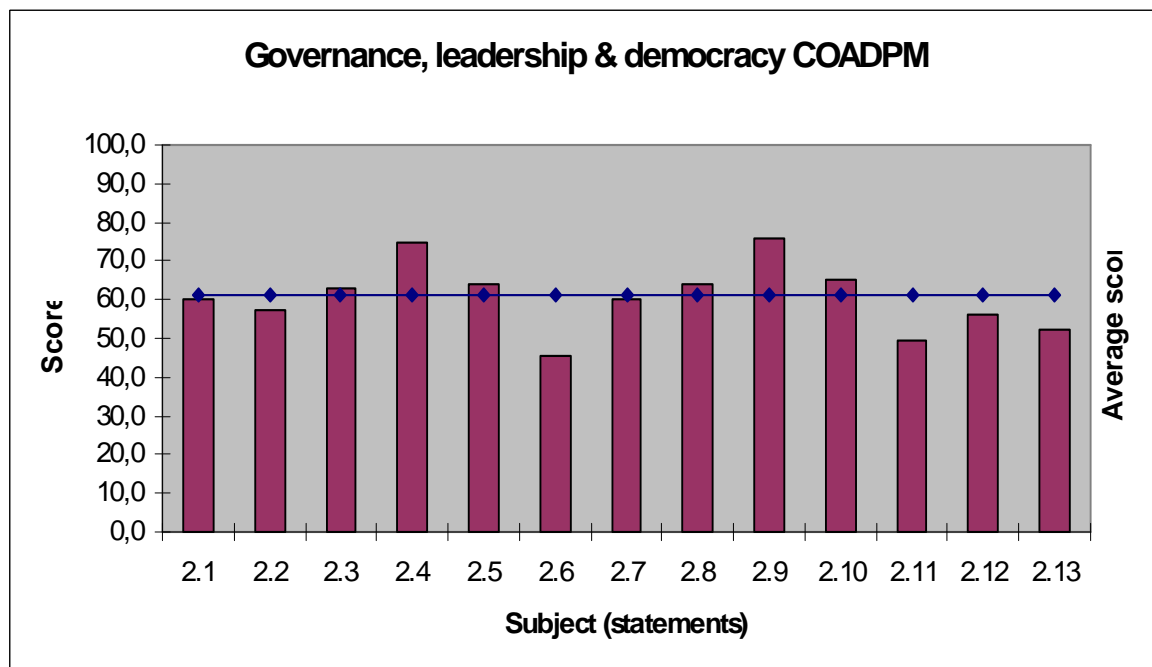


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of COADPM:



Remarks, questions, suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

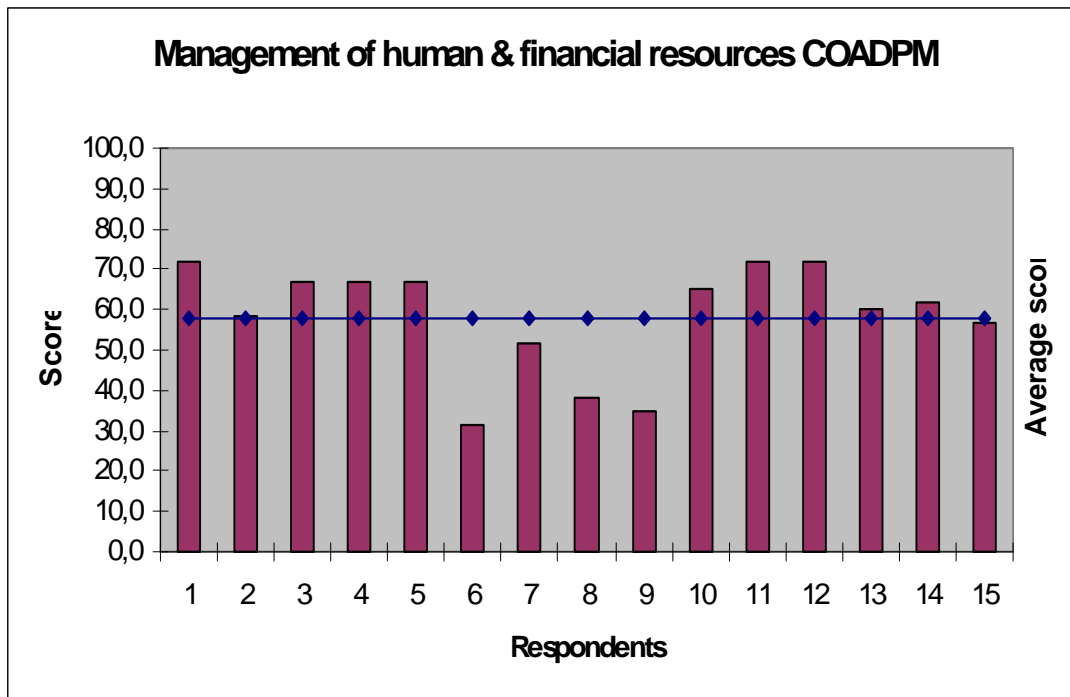
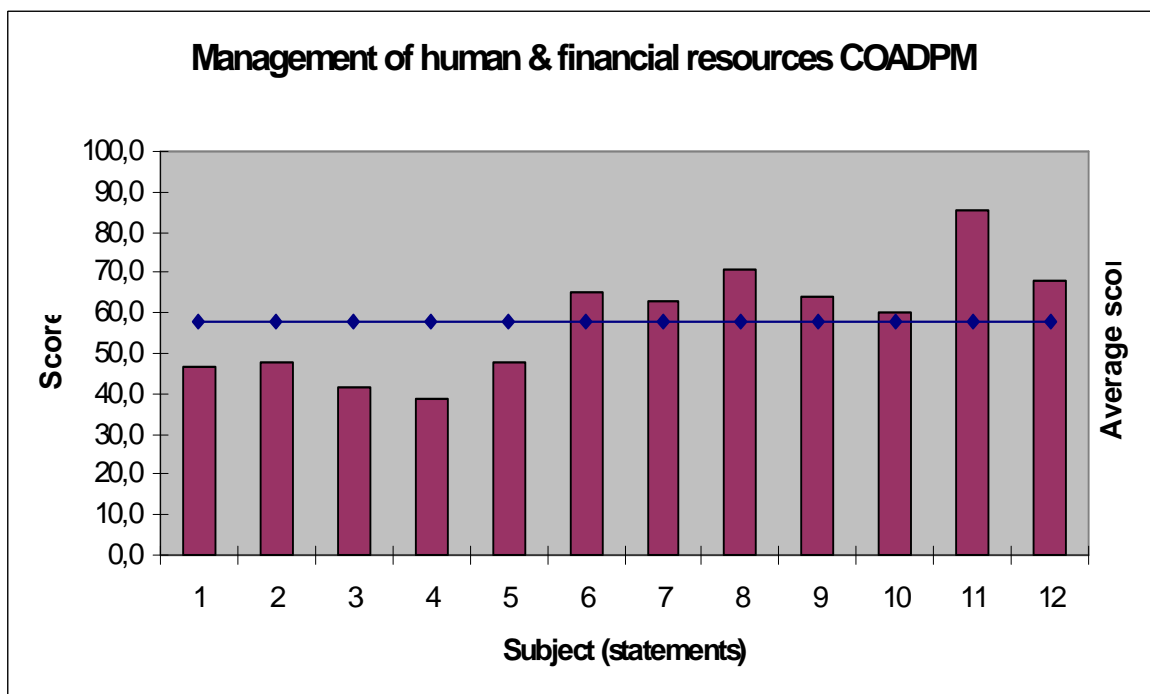


Figure 8 shows the scores for each statement:



Remarks, questions, suggestions:

### 3.4. Collaboration and Networks

Figure 9

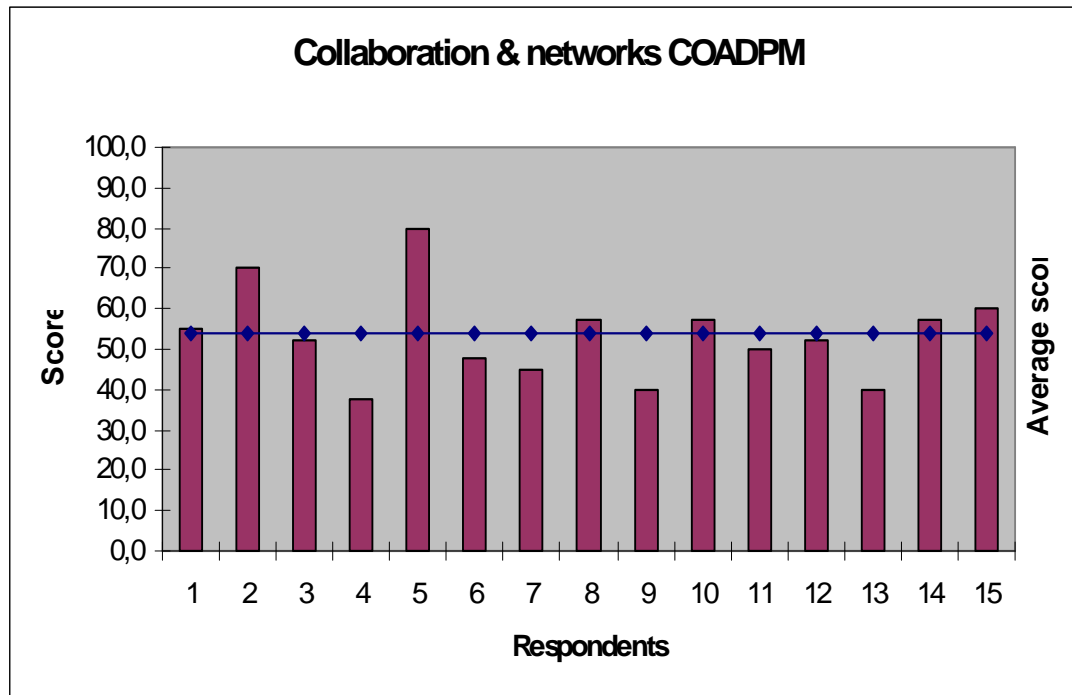
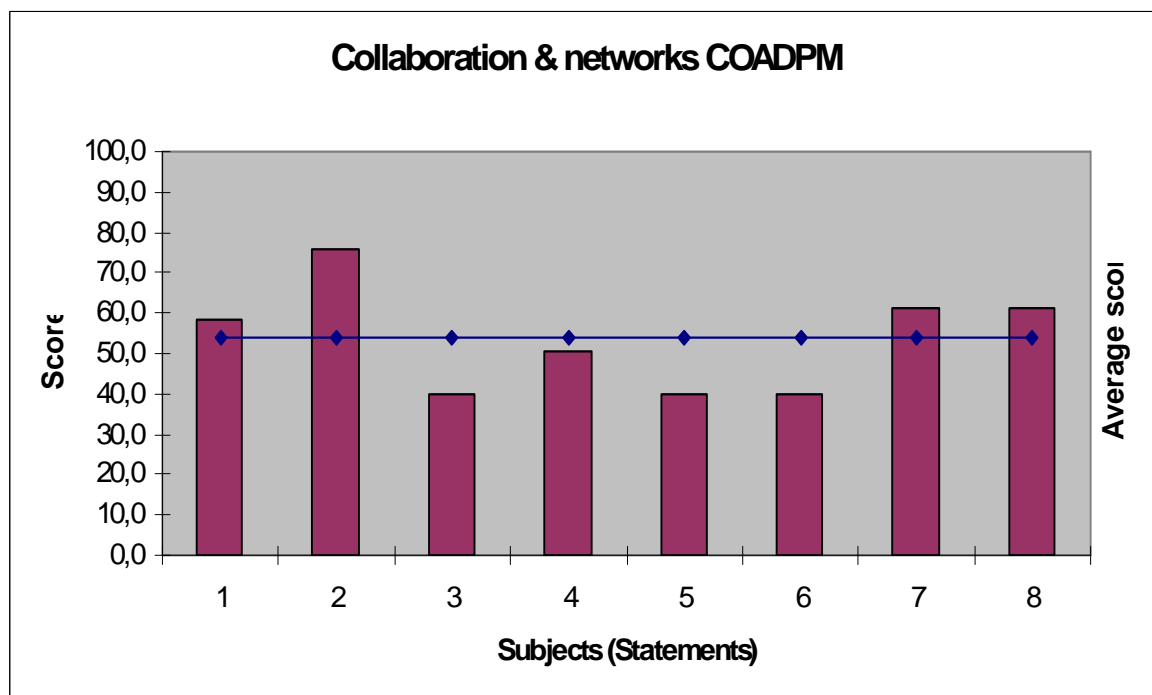


Figure 10



Remarks, questions, suggestions:



### 3.5. Service provision to members

Figure 11

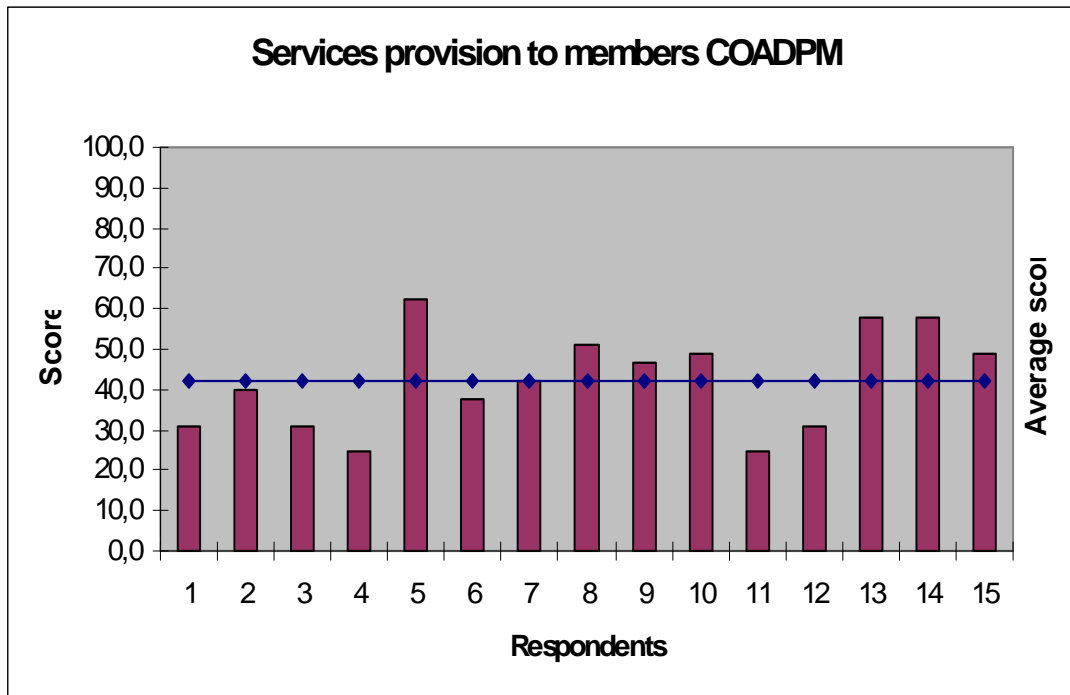
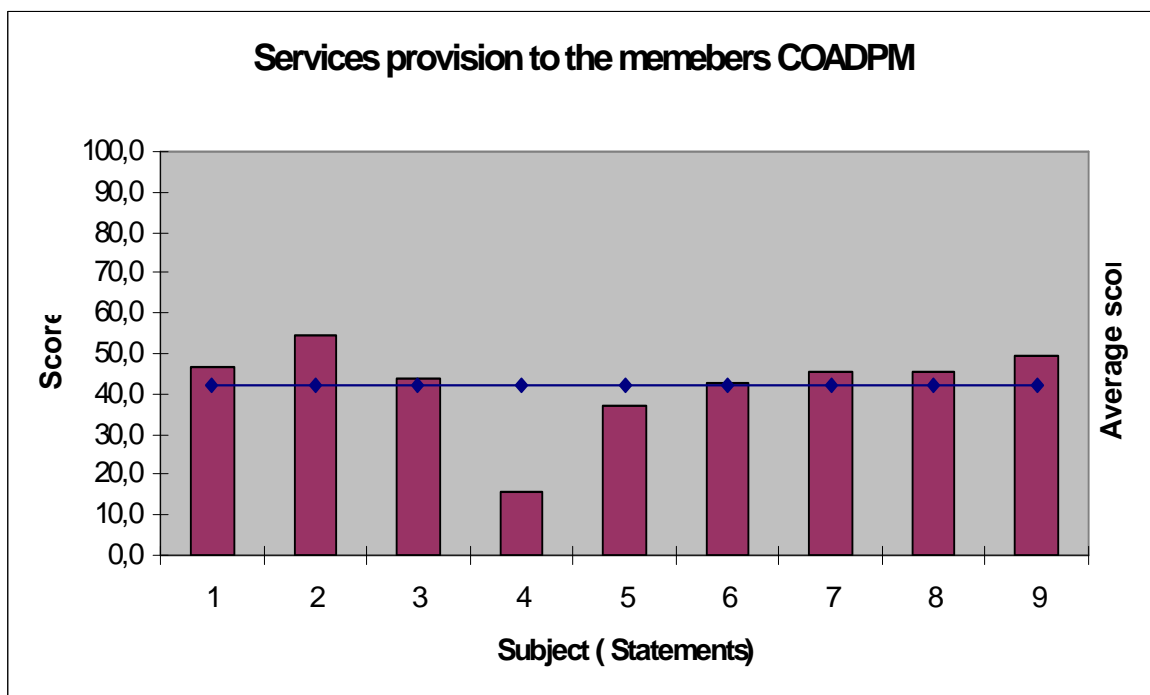


Figure 12



Remarks, questions, suggestions:

#### 4. Perception of agribusiness development in staple food crops (cassava area)

##### 4.1. Production and productivity

Figure 13

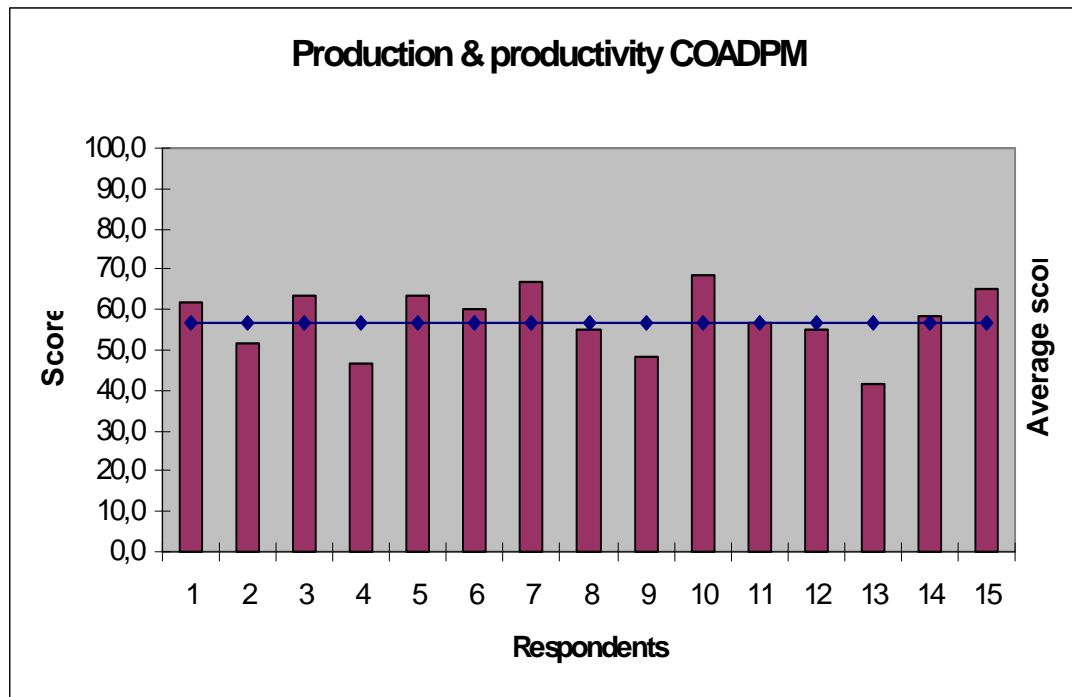
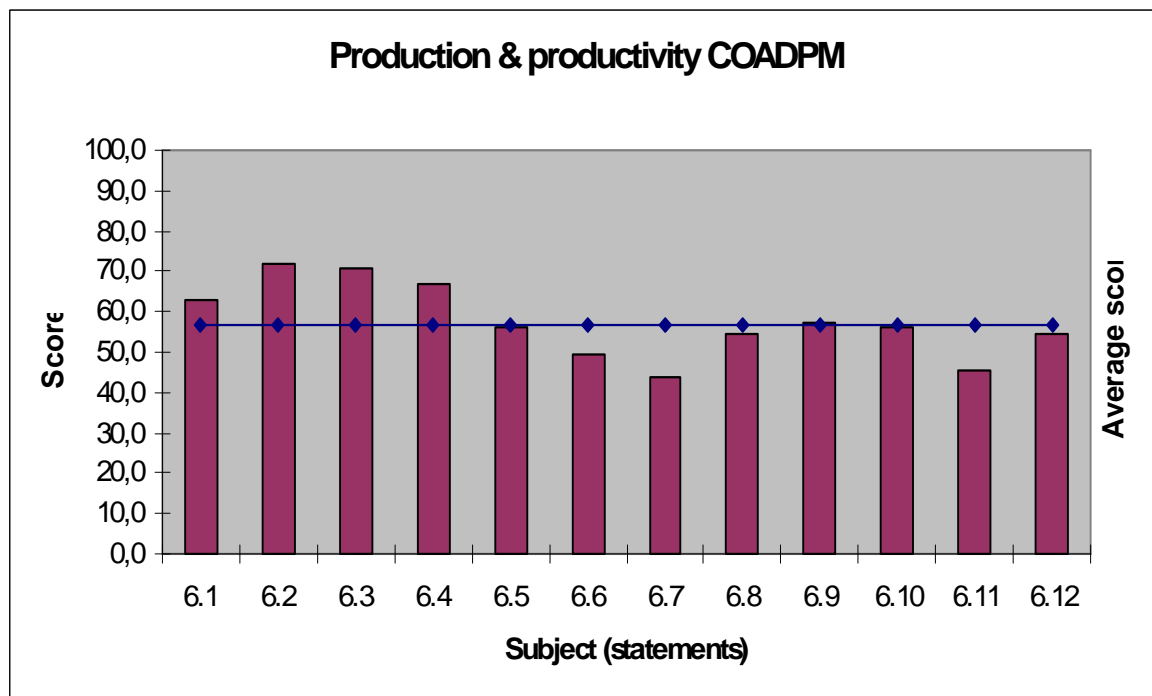


Figure 14



Remarks, questions, suggestions:

#### 4.2. Post harvest activities

Figure 15

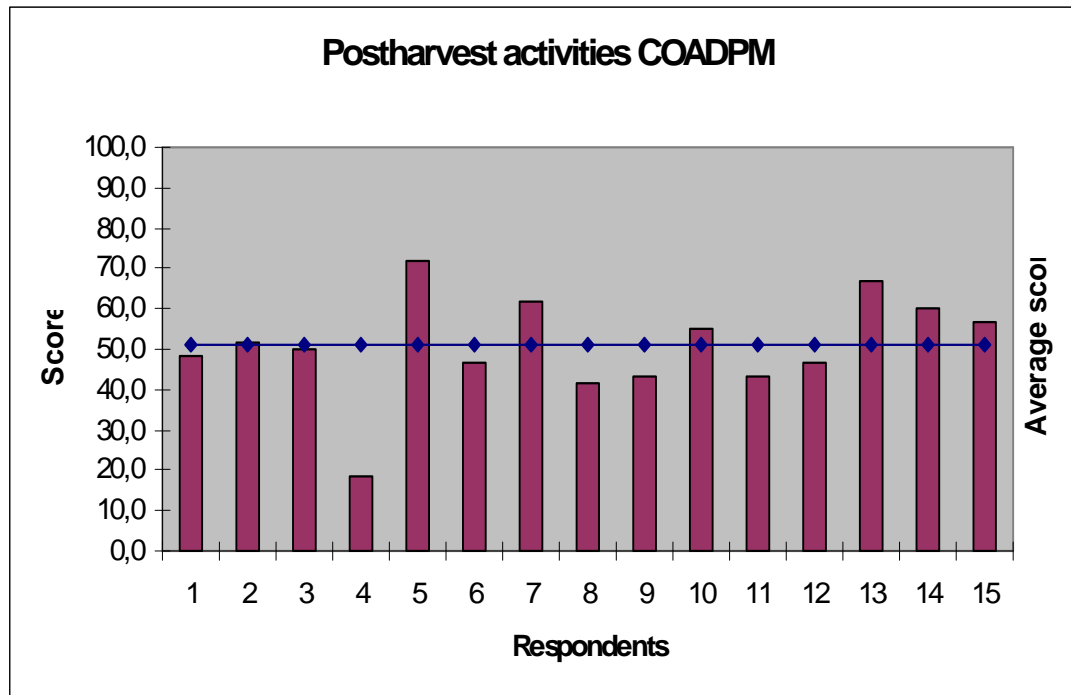
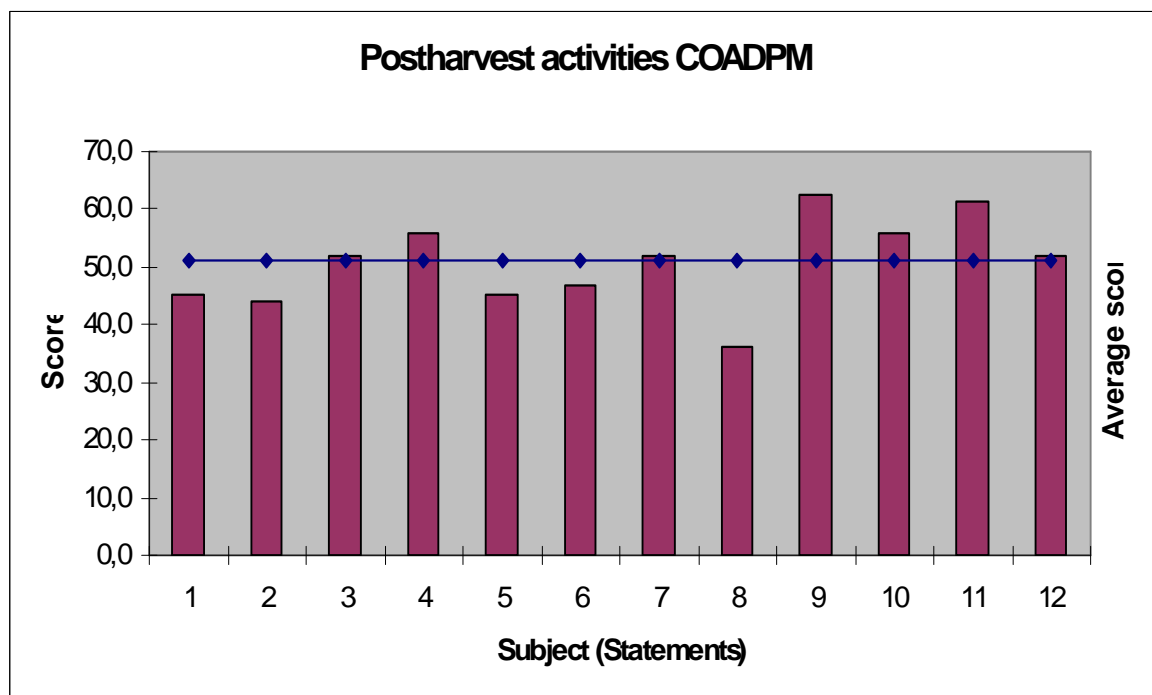


Figure 16



Remarks, questions, suggestions:

### 4.3. Stakeholder collaboration

Figure 17

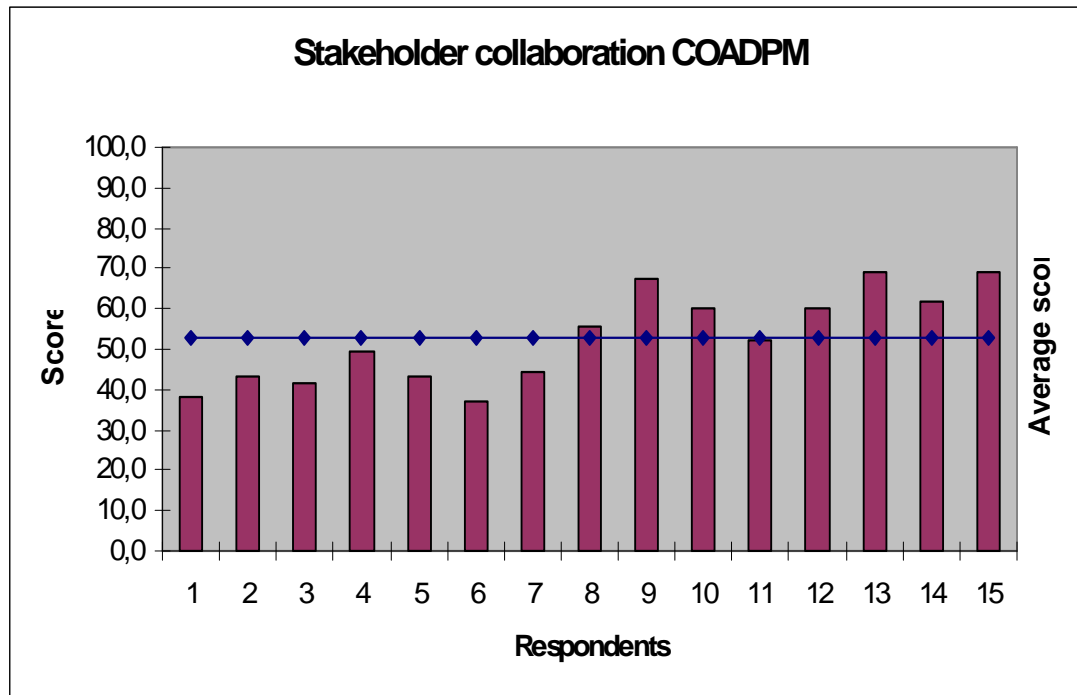
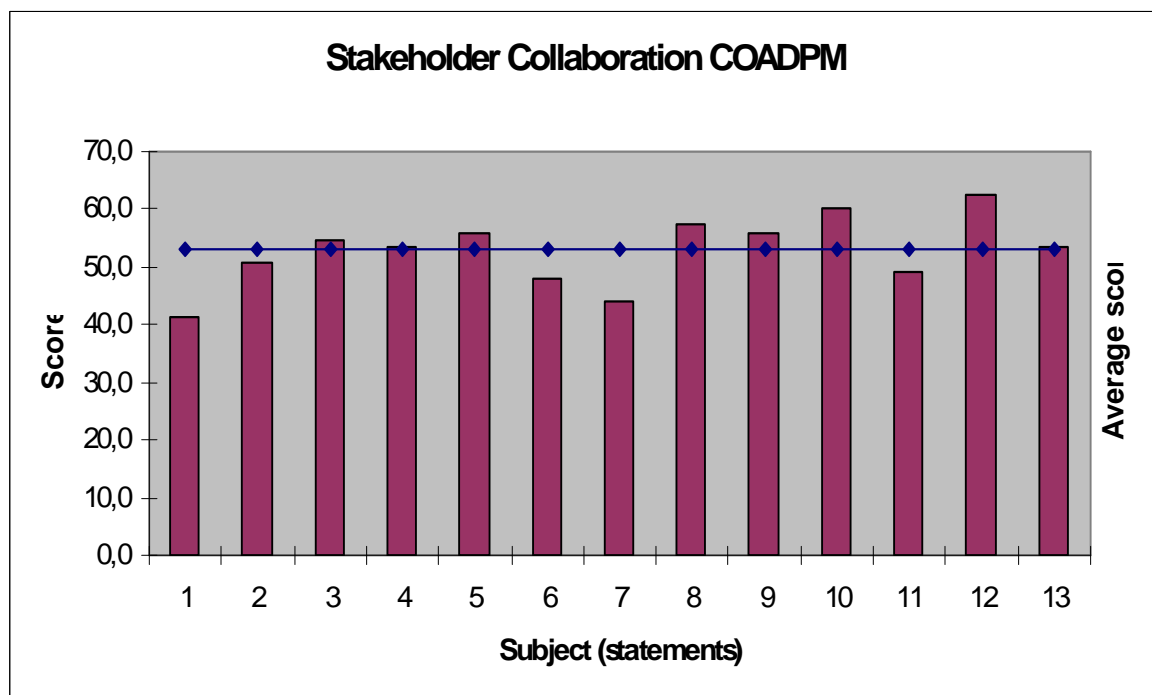


Figure 18



Remarks, questions, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that COADPM members need to give priority attention to the following subjects :

....

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

## **2.8 Cooperative Abahizi**

District: Muhanga

Commodity: Rice

Date of self-assessment 28 Jul 229

## ABAHIZI Results

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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### 1. Introduction

On 28 July 2009, Committee members and ordinary members of ABAHIZI invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

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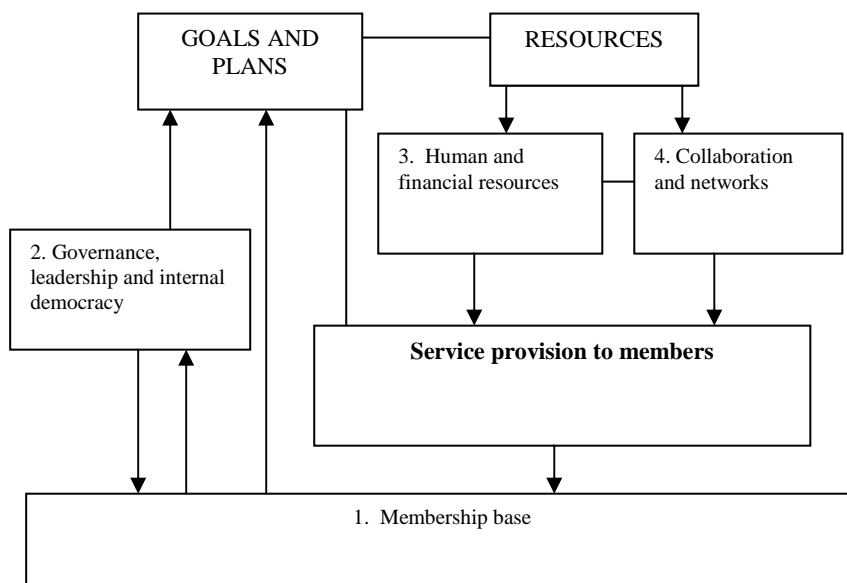
Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc).

If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, ABAHIZI roughly perceive themselves.



## 2. The mirror: overall overview of the results

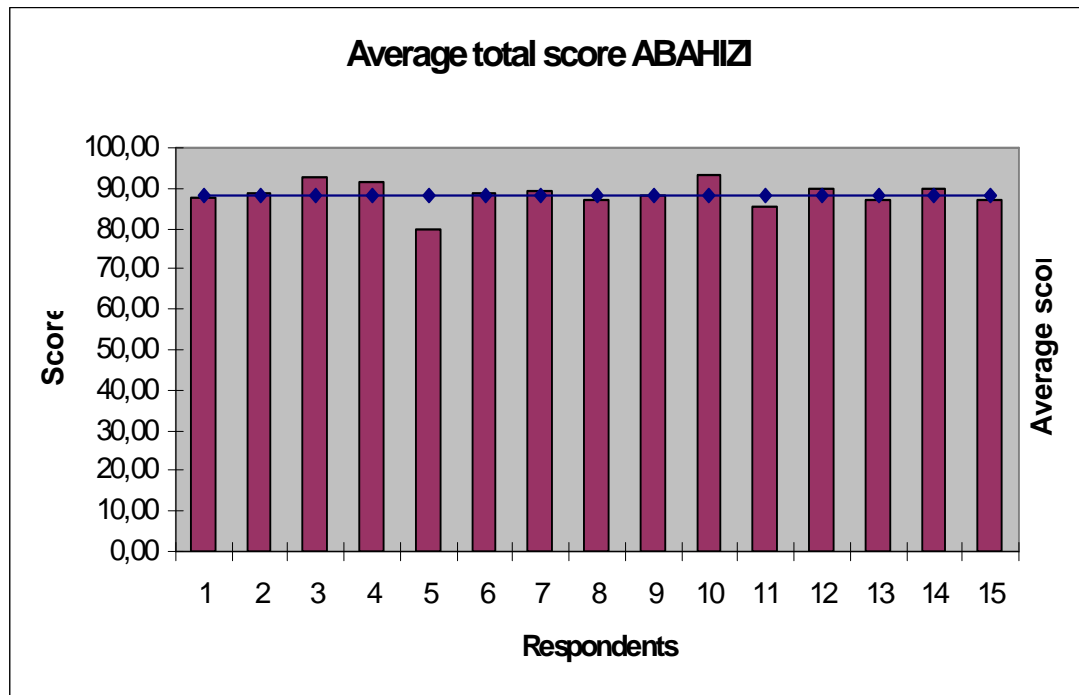
### 2.1. Total average scores

After data entry, it appears that the members of ABAHIZI gave an average score of 88%.

This is a very high average score. The individual total scores ranged from 80 to 93% as is shown in figure 1.

This tight variation may indicate three things: (i) members may have decided together which limitations to score for their cooperative or (ii) or simply, participants didn't like to severely score against their cooperative or (iii) according to each participant the cooperative is performing very well. Which is not very visible in the sight of the researcher. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

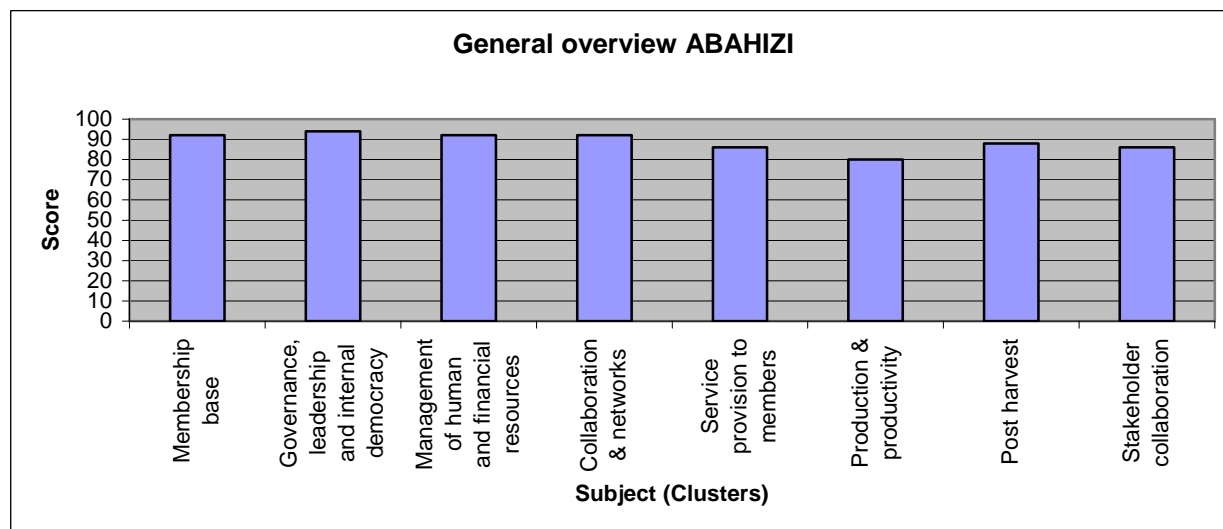
Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

Figure 2



### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters' scores range between 80% and 93 %. Meaning that the level of satisfaction is very high. this shows that there is not any concern in this cooperative. (but according to the researcher there should be room for improvement). Only production & productivity scores the least with 80 %. The rest scores very high around and above the average (88%) including very high score, the governance, leadership and internal democracy with 93 %.

Clusters				Results
<i>Membership base</i>	92	😊		<i>High score. Apparently not an area of high concern.</i>
<i>Governance, leadership and democracy</i>	94	😊		<i>High score. Not an area of very high concern</i>
<i>Management of human and financial resources</i>	92	😊		<i>High score. Not an area of very high concern.</i>
<i>Collaboration and</i>	92	😊		<i>The highest score. Not an area of concern.</i>

<i>networks</i>			
Service provision to members	86	😊	Average score. Some issues are likely to need further analysis and/or action
Production and productivity	80	😊	Average score. Some issues are likely to need further analysis and/or action
Production and productivity	88	😊	Clearly the lowest score. There seem to be some serious points of the highest concern.
Stakeholder collaboration	86	😊	Average score. Some issues are likely to need further analysis and/or action

## 2.5 Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 91%. The average score for the perception of agribusiness development is lower: 85%.

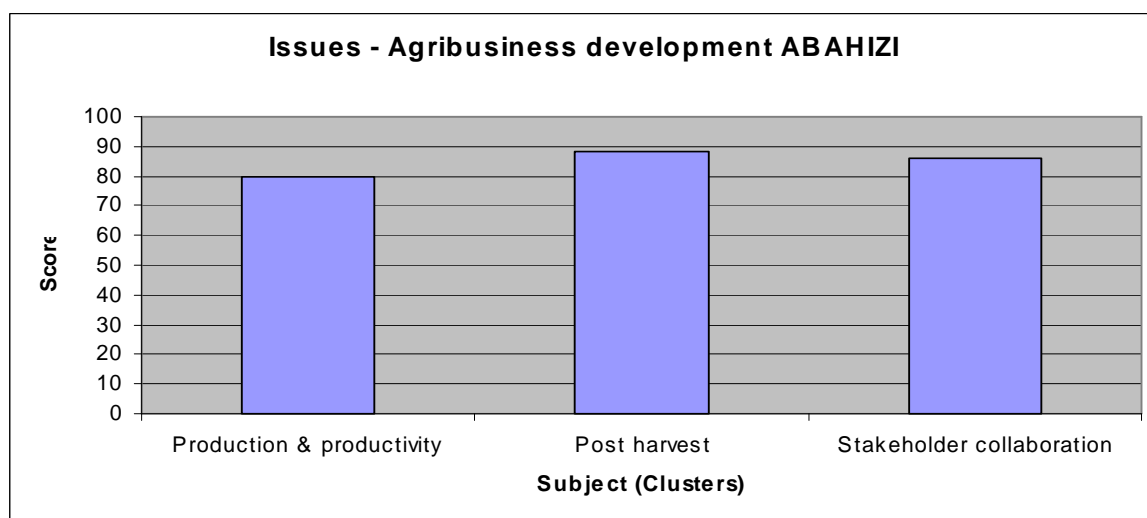
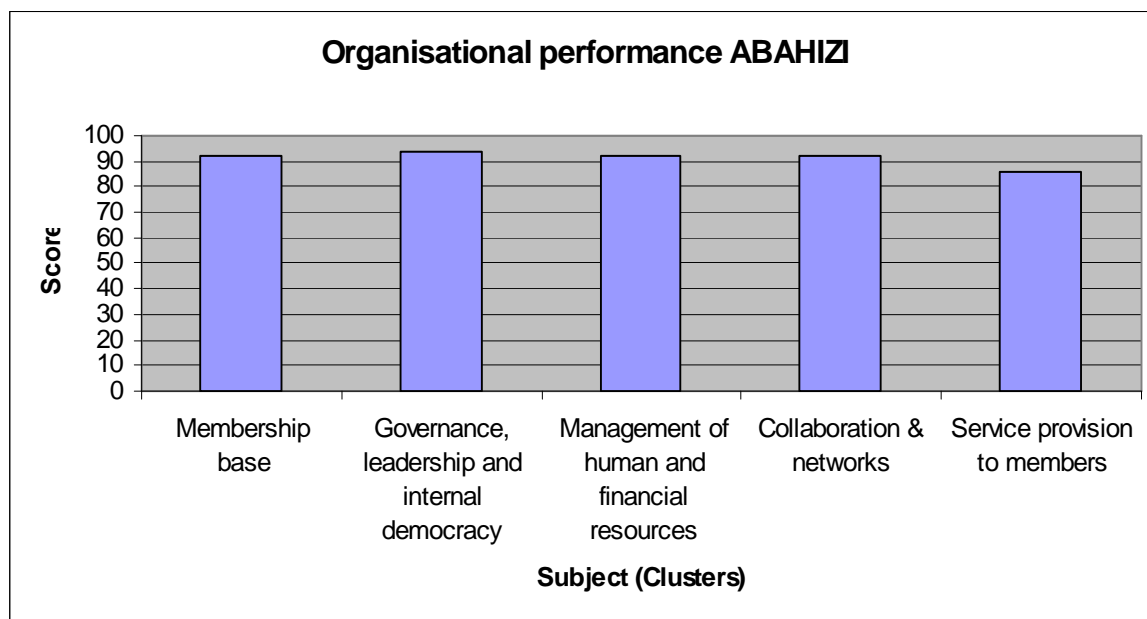
<b>Clusters</b>	<b>Average score</b>	<b>Highest score</b>	<b>lowest score</b>	<b>level of agreement</b>
1. Membership base	92	86	82	3
2. Governance, leadership and internal democracy	94	98	88	3
3. Management of human and Financial resources	92	97	80	4
4. Collaboration and networks	92	93	83	4
5. Service provision to members	86	93	67	6
<i>Perception of organizational performance</i>	91	95	86	2
6. Production and productivity	80	87	60	7
7. Post harvest activities	88	95	77	5
8. Stakeholder collaboration	86	92	74	5
<i>Perception of agribusiness development</i>	85	91	76	5
<b>TOTAL AVERAGE SCORE</b>	88	93	80	3

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like Governance, leadership and internal democracy the highest score is very high with 98% and the lowest score of this cluster is 88; and the standard deviation is 3. This may indicate that the level of agreement is very high. In this case, some respondents may have lacked critical attitude. The level of agreement is of the internal organization performance is very high with 2 (of the standard deviation). An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically score one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of ABAHIZI of the staple food crops production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 91 % score higher in relation with the average of the general perception 88%. The clusters in agribusiness development with average of 85 score lower. However the difference between averages in these clusters is relatively small. This may mean that this cooperative performs well at all levels.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

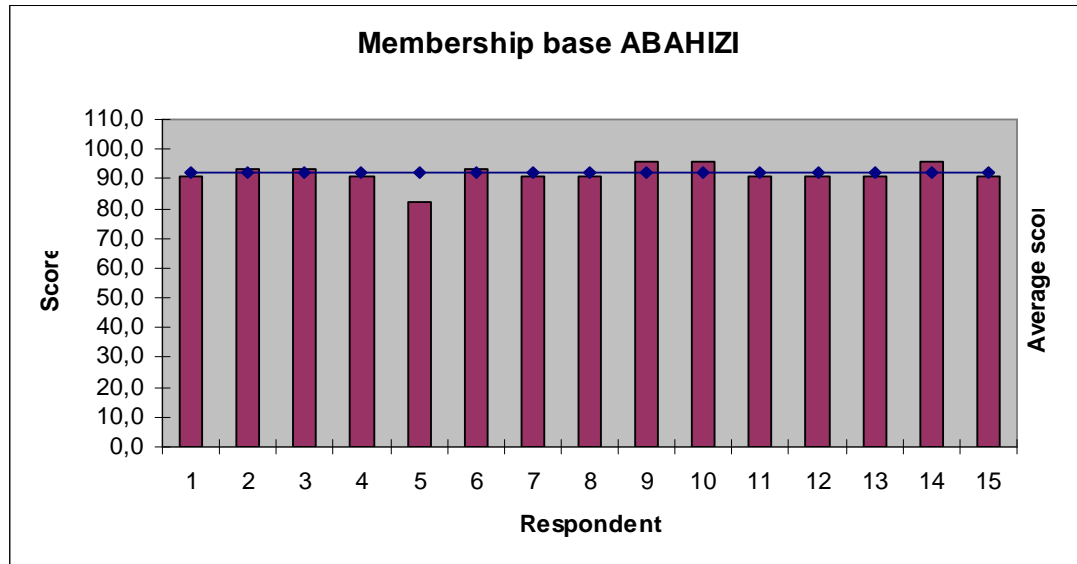
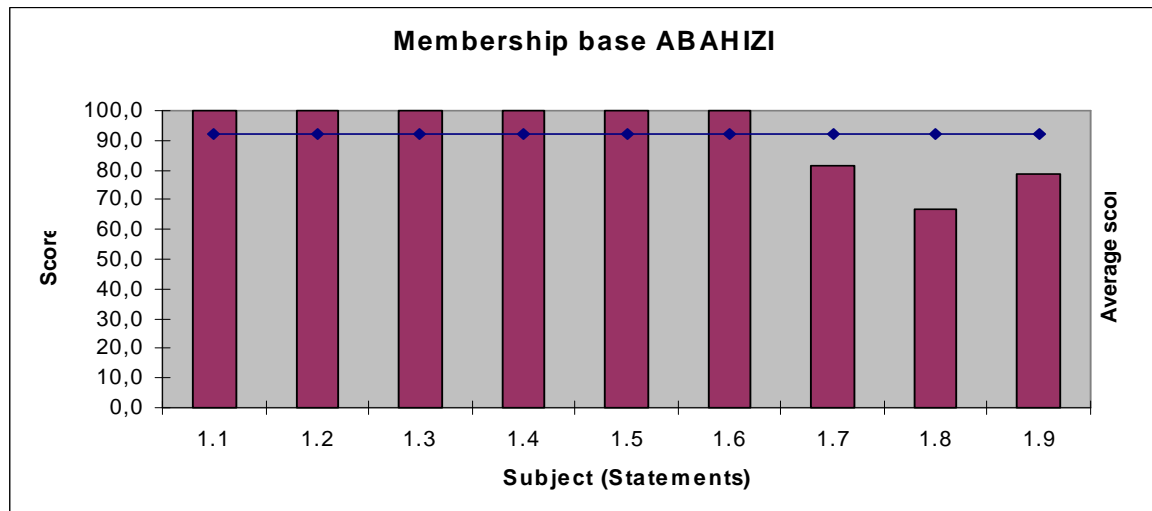


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of ABAHIZI:



Remarks: Problems in 1,7; 1,8; 1,9 questions: Why other do statements score 100%?  
suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

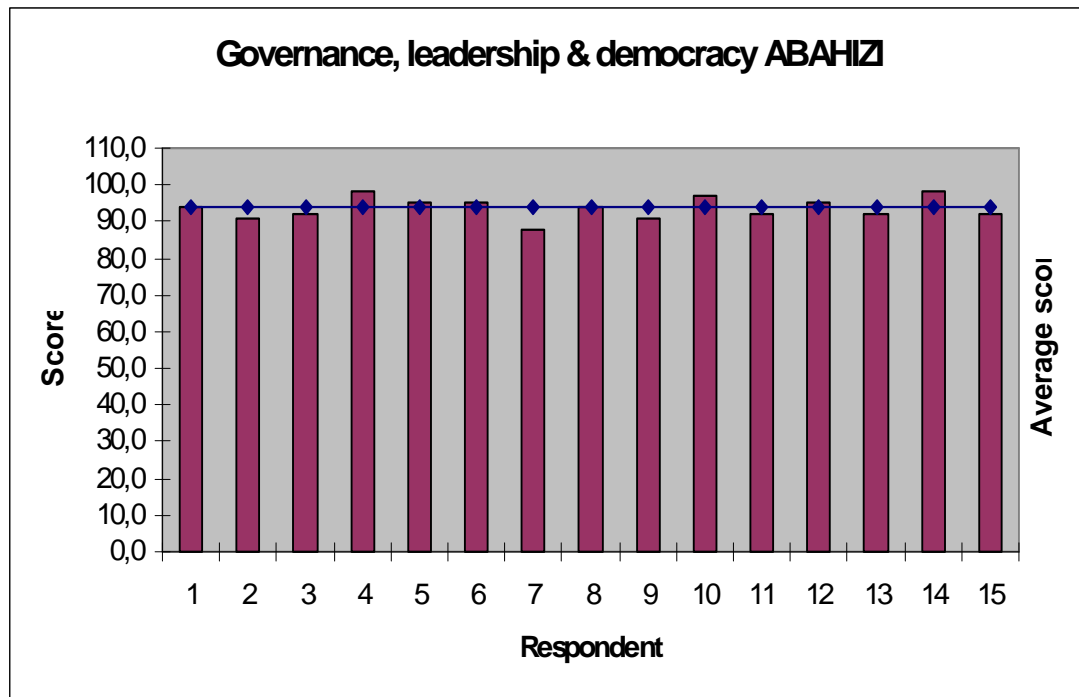
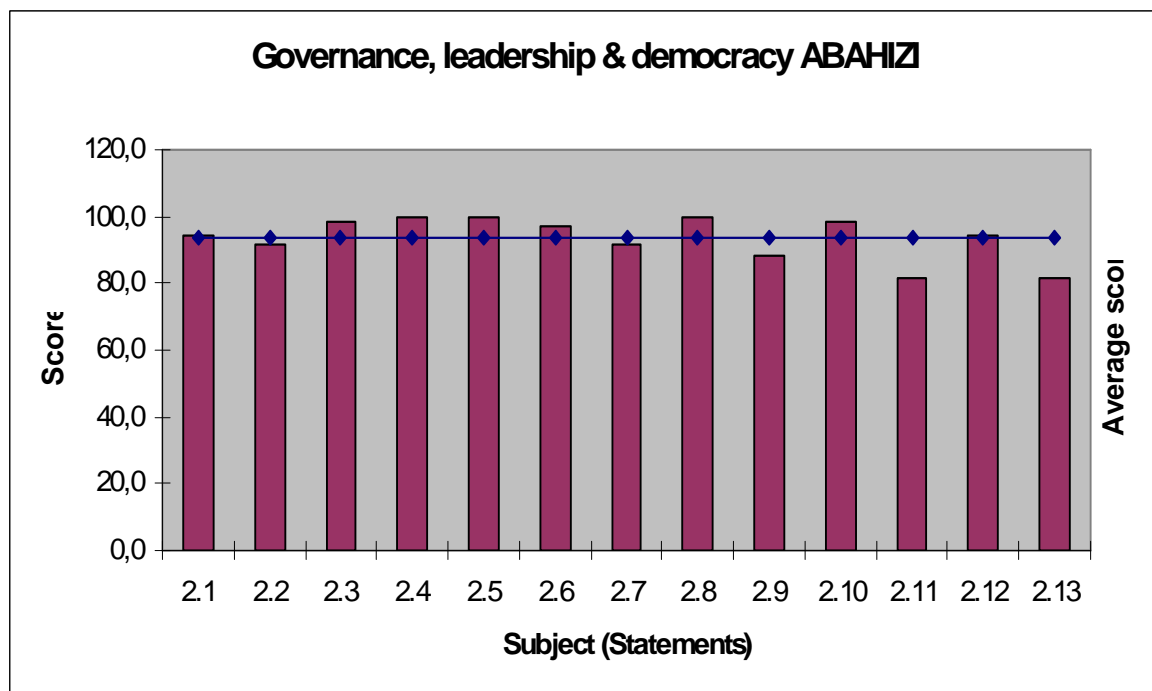


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of ABAHIZI:



Remarks: 2,1; 2,2; 2,7; 2,9; 2,11; 2,13 questions, why 11 & 13 score the lowest?  
suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

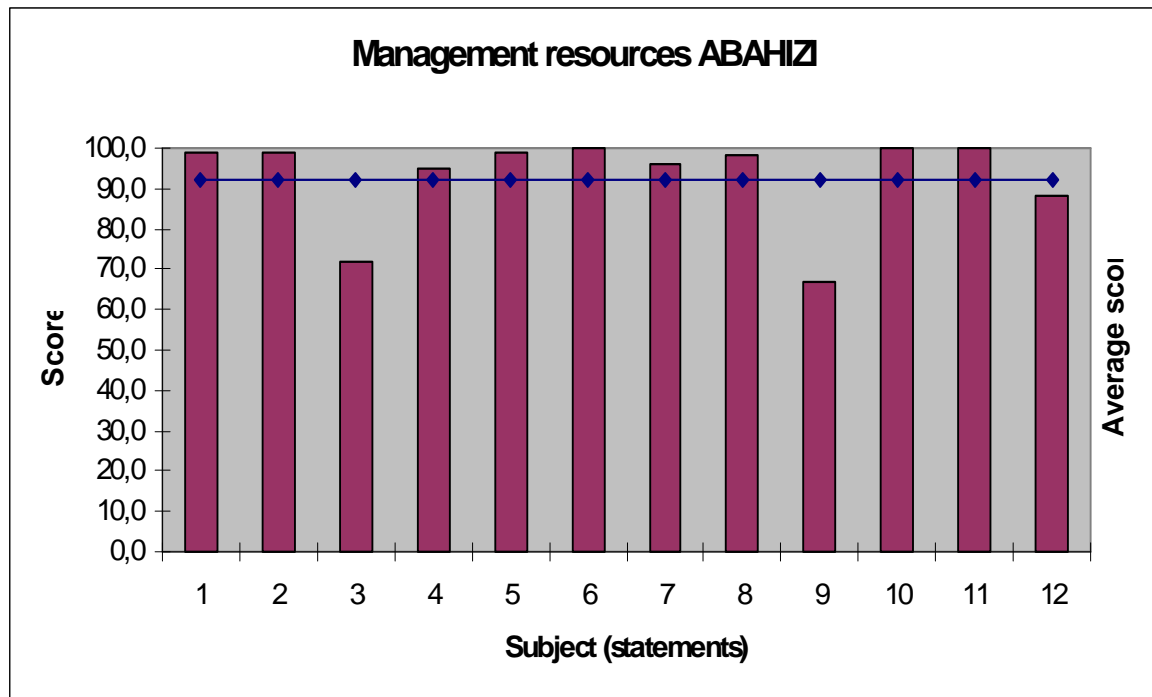
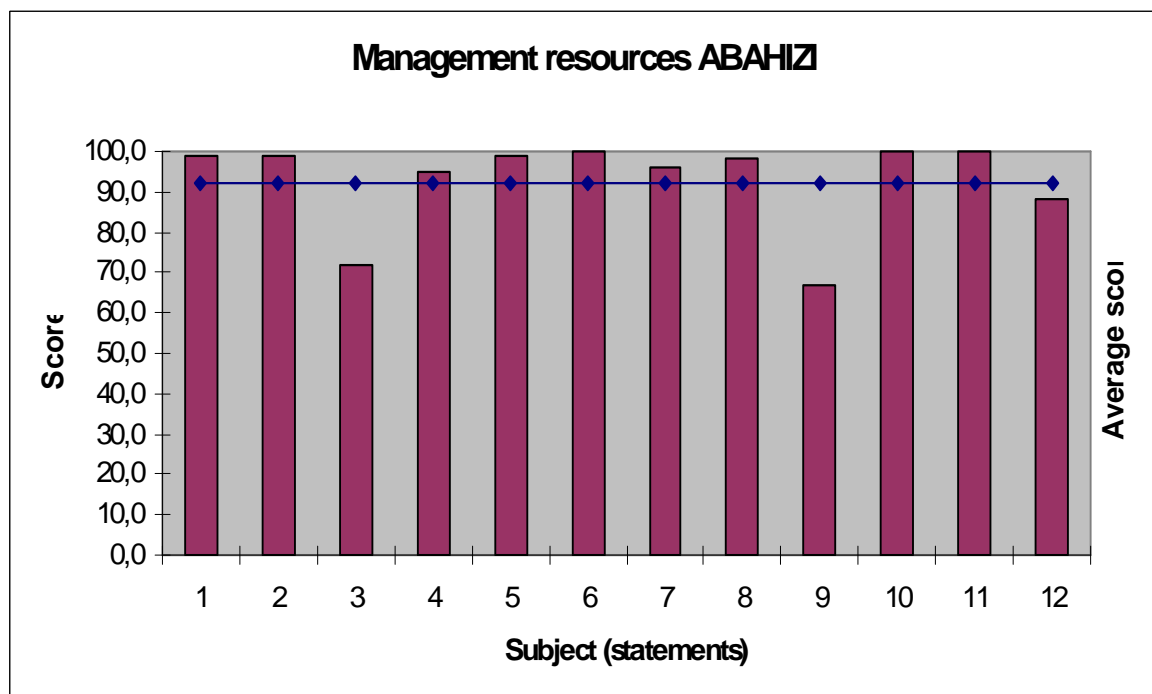


Figure 8 shows the scores for each statement :



Remarks: low score: 3, 9, and 12 questions: why maximum score in others?  
suggestions:

### 3.4. Collaboration and Networks

Figure 9

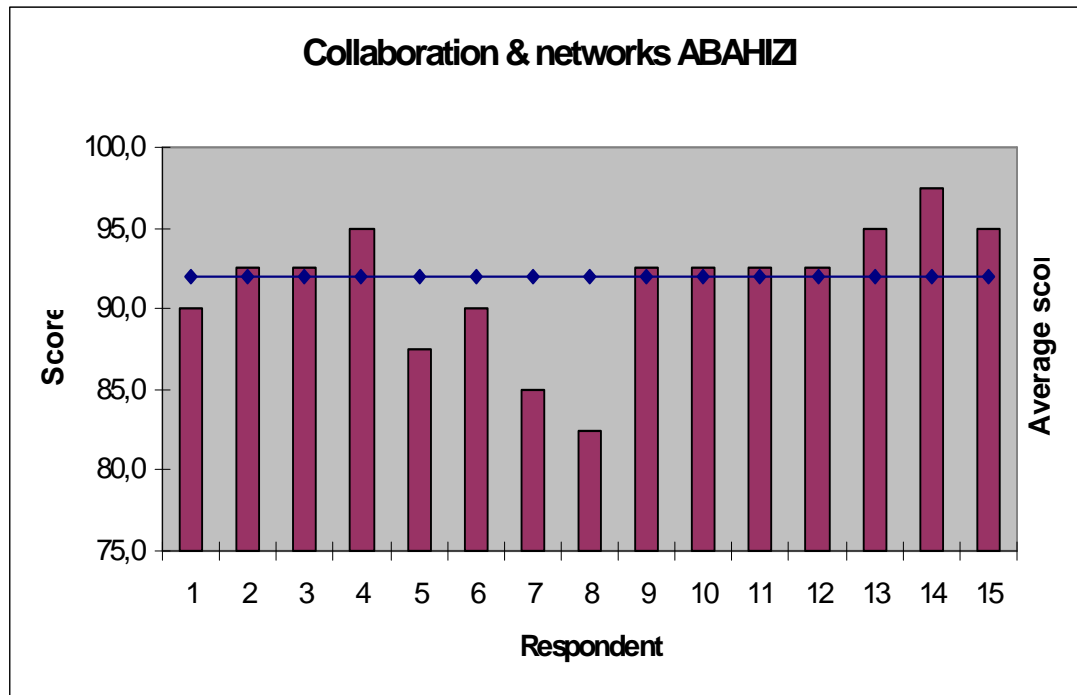
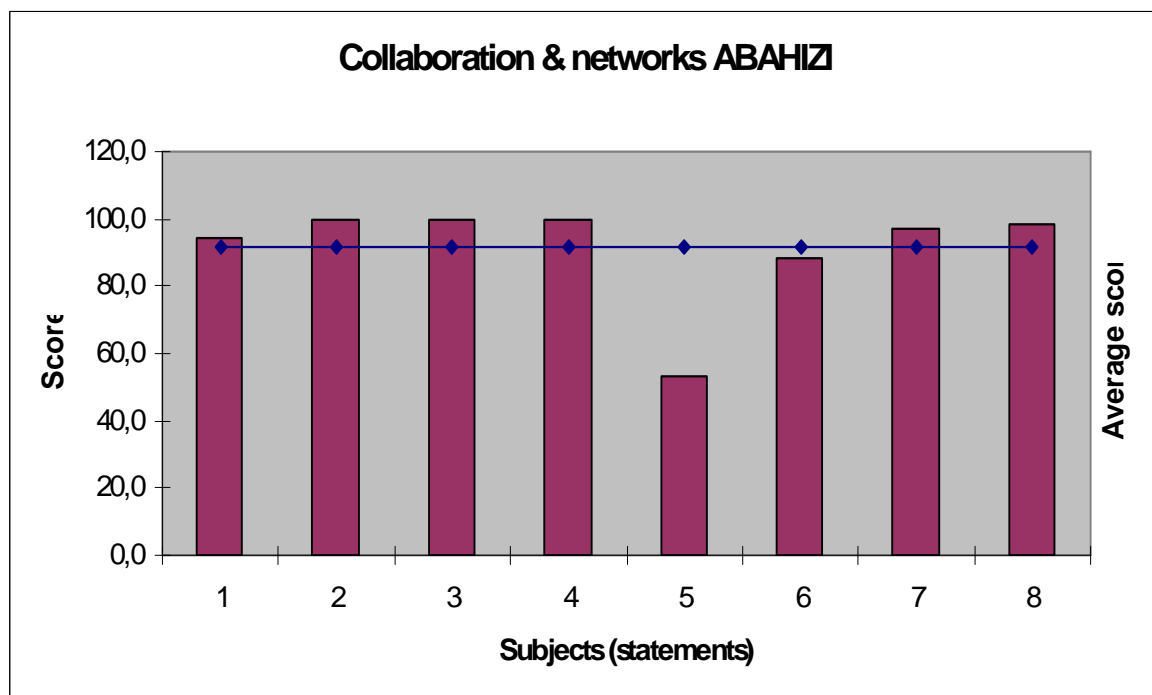


Figure 10

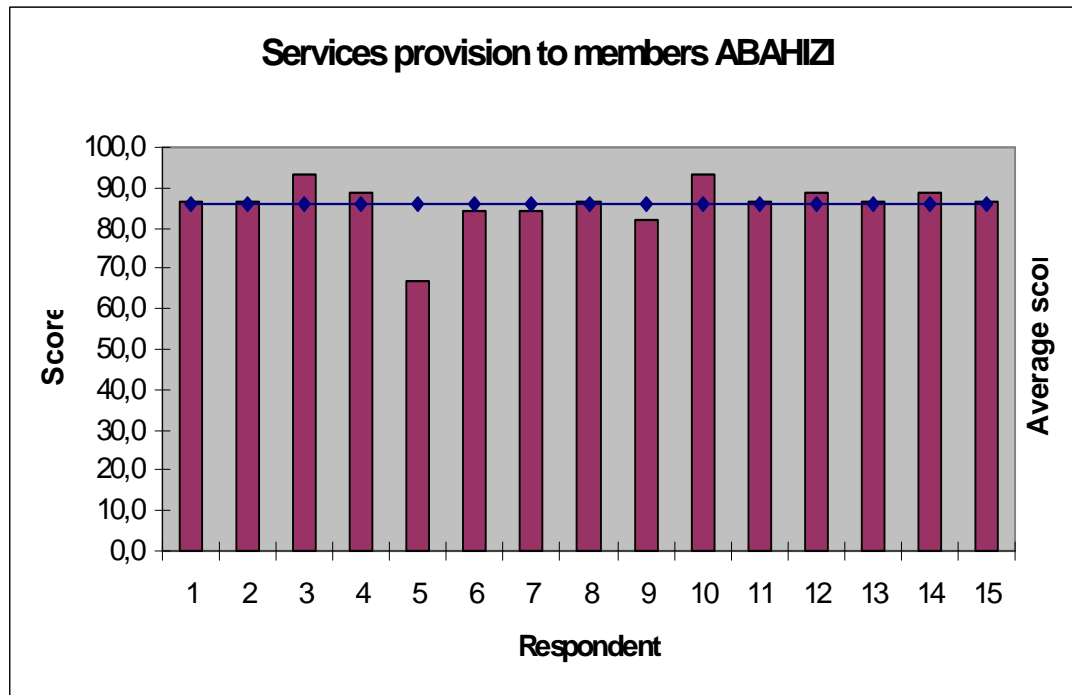


Remarks: issues of discussion 5 and 6: questions, suggestions:

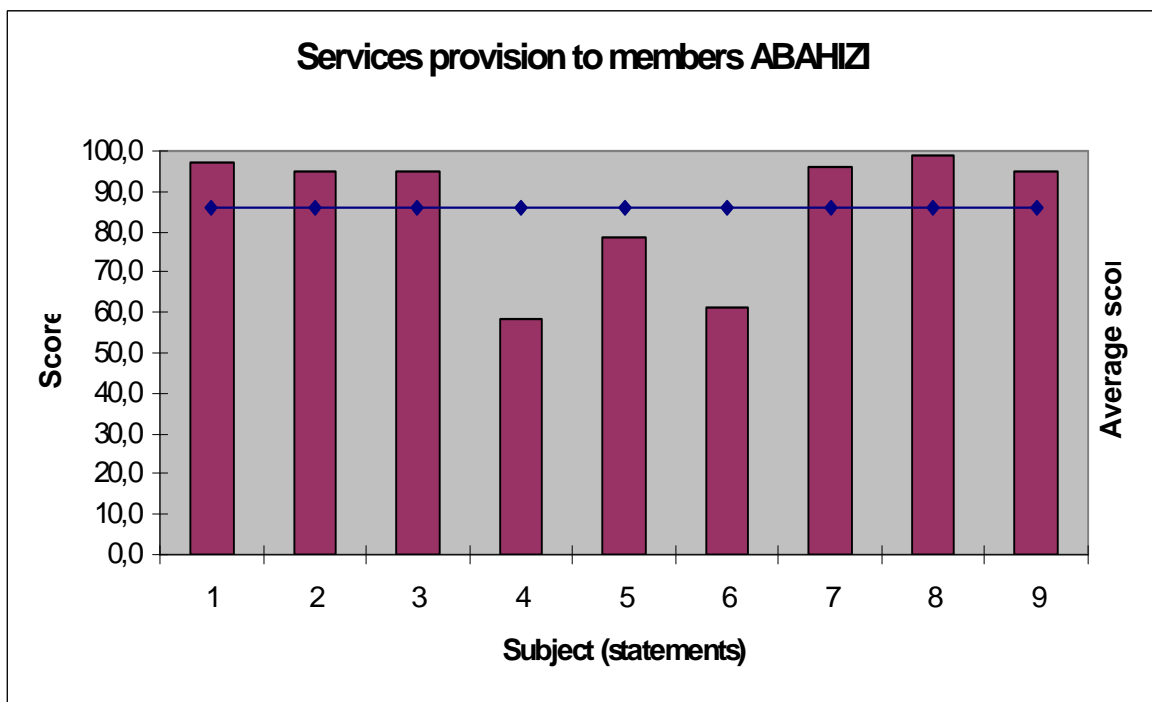


### 3.5. Service provision to members

Figure 11



Figure



12

Remarks: Issues in 4, 5 and 6 questions: Why? Suggestions?

#### 4. Perception of agribusiness development in staple food crops (cassava area)

##### 4.1. Production and productivity

Figure 13

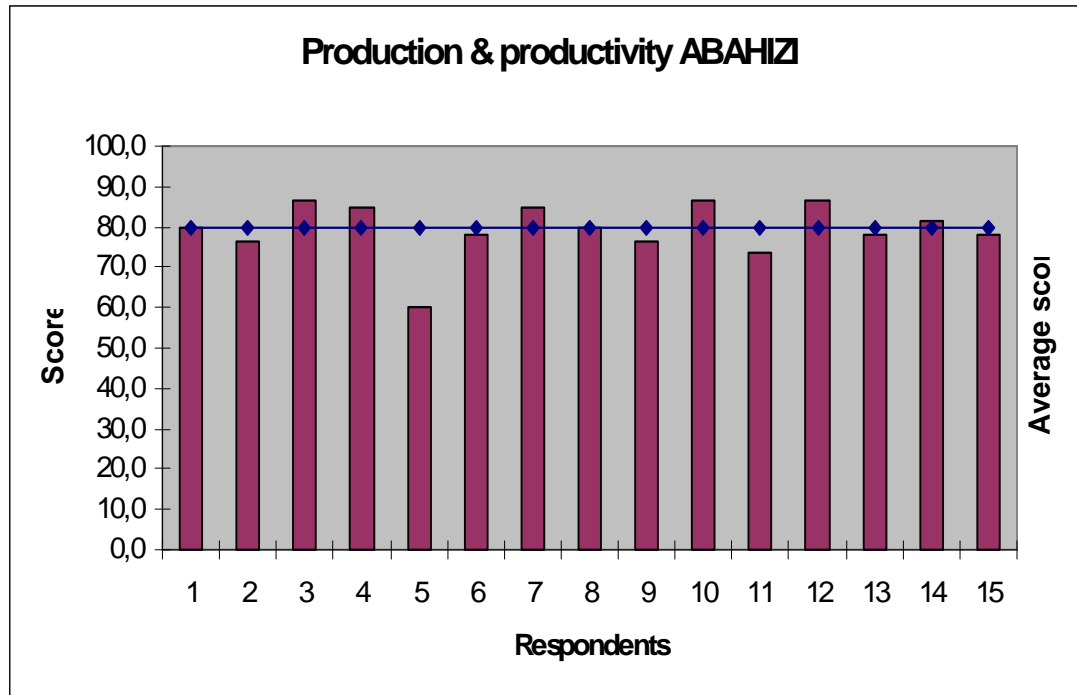
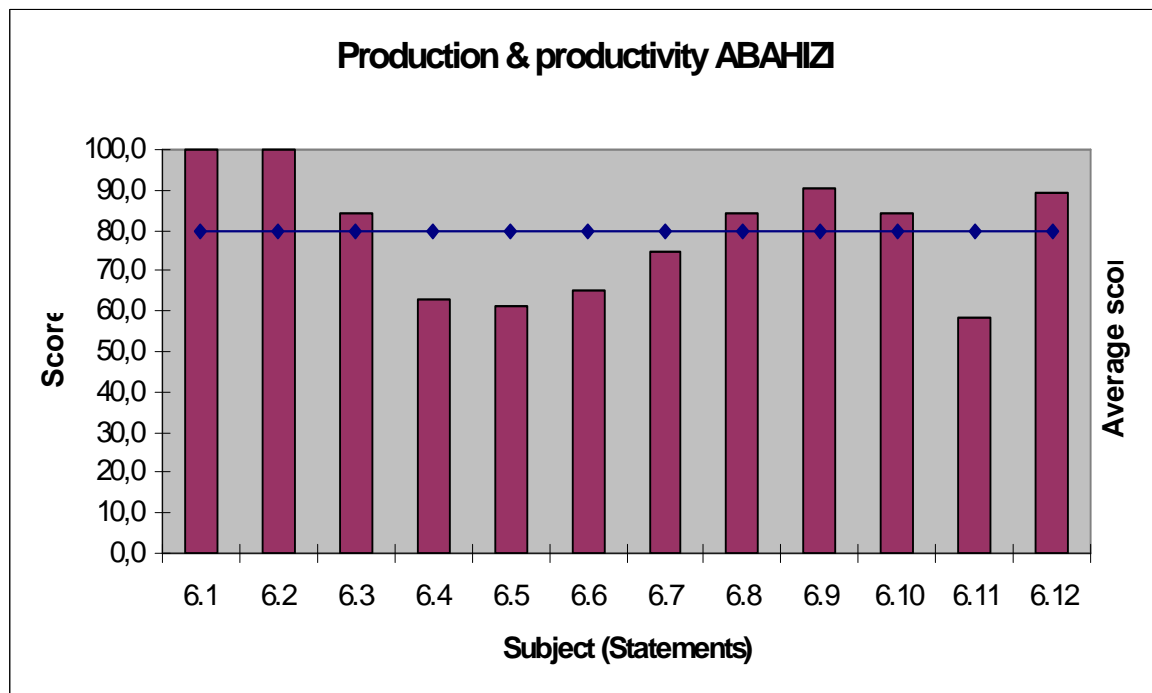


Figure 14



Remarks: more effort in 4, 5, 6, 7 and 11 questions: why low score there?

Suggestions

#### 4.2. Post harvest activities

Figure 15

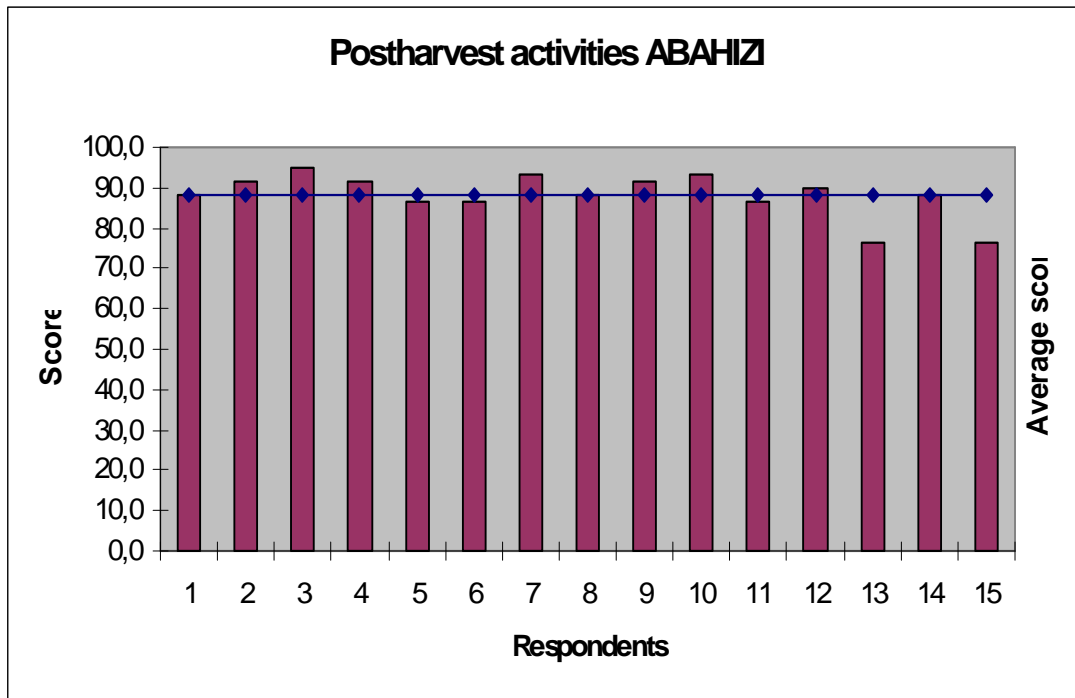
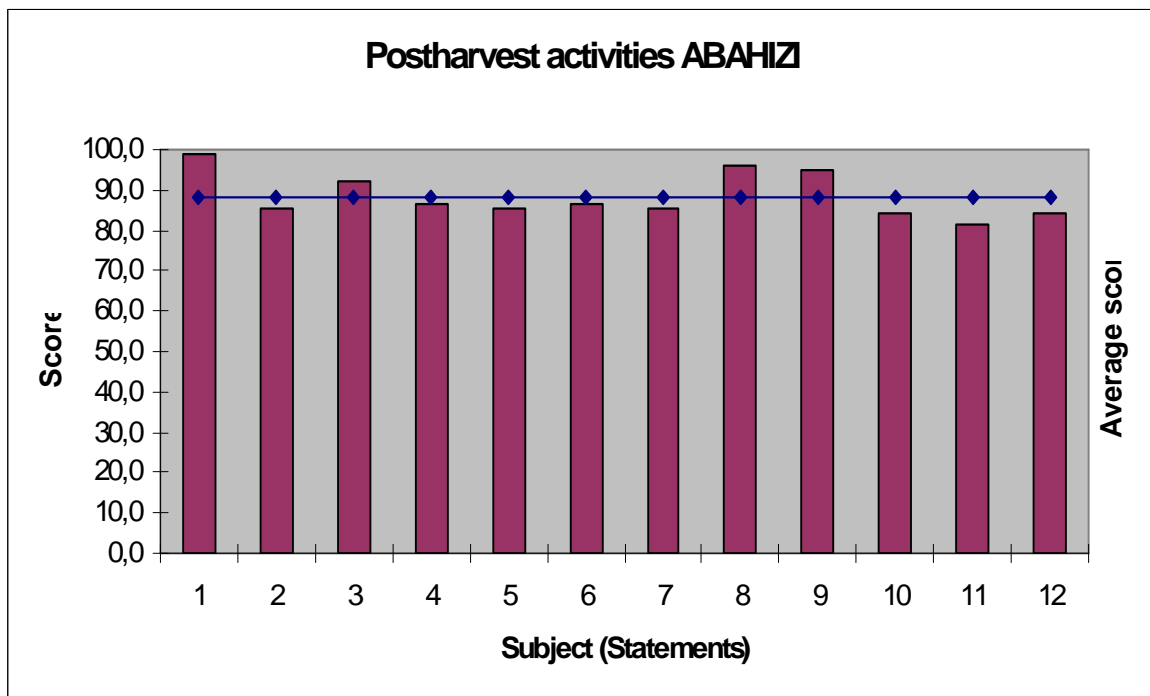


Figure 16



Remarks: high average, but still issues in 2; 4; 5; 6; 7; 10; 11; and 12, questions, Why such a high average score? Suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

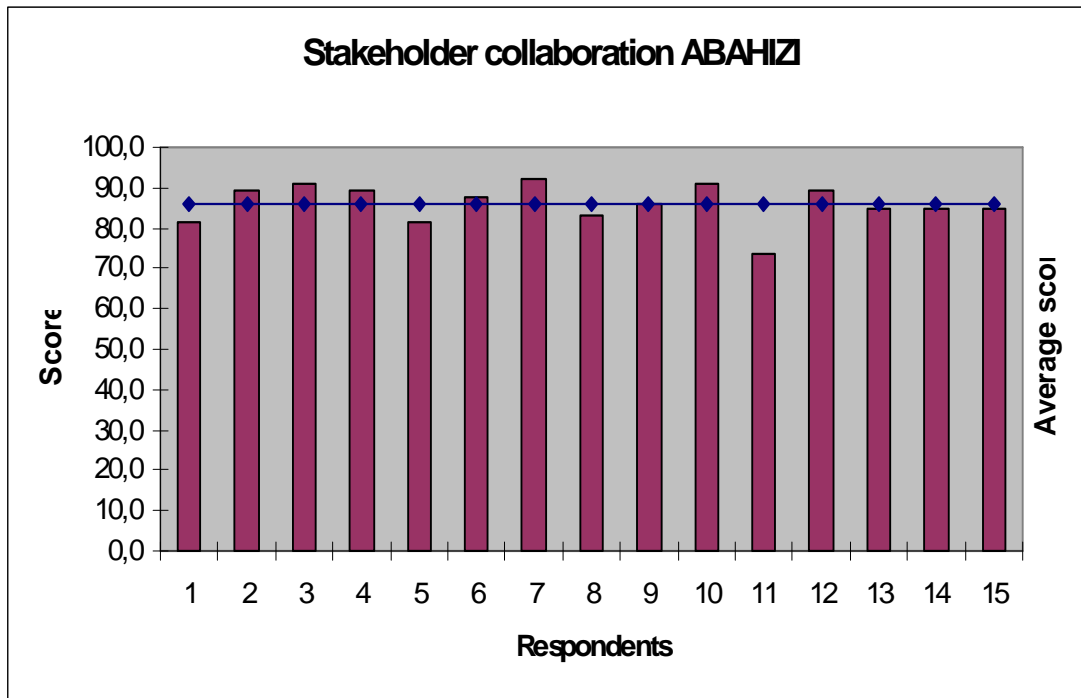
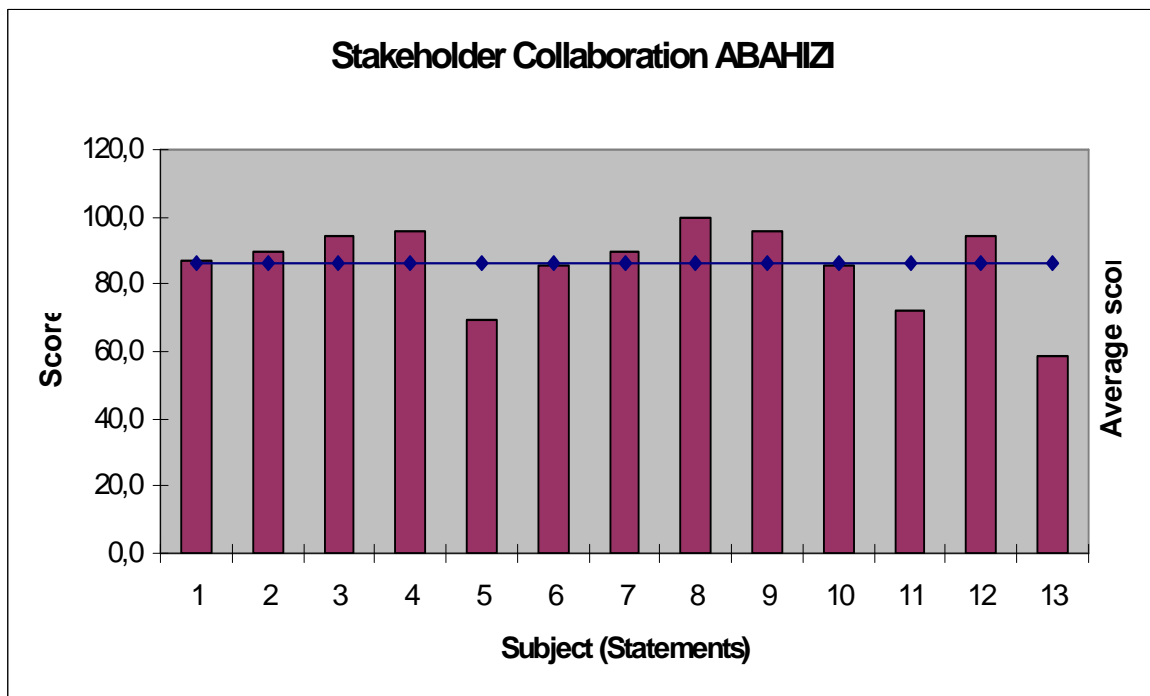


Figure 18



Remarks: high average score but issues in 5; 11; and 13 questions, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that ABAHIZI farmers need to give priority attention to the following subjects :

....

Not many problems but more effort is needed in production and productivity and services provision to members.

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

## **2. 9 Cooperative Twizamure**

District: Bugesera

Commodity: Rice

Date of self-assessment 4 Aug 2009

## TWIZAMURE Results

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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### 1. Introduction

On 4 August 2009, Committee members and ordinary members of TWIZAMURE invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

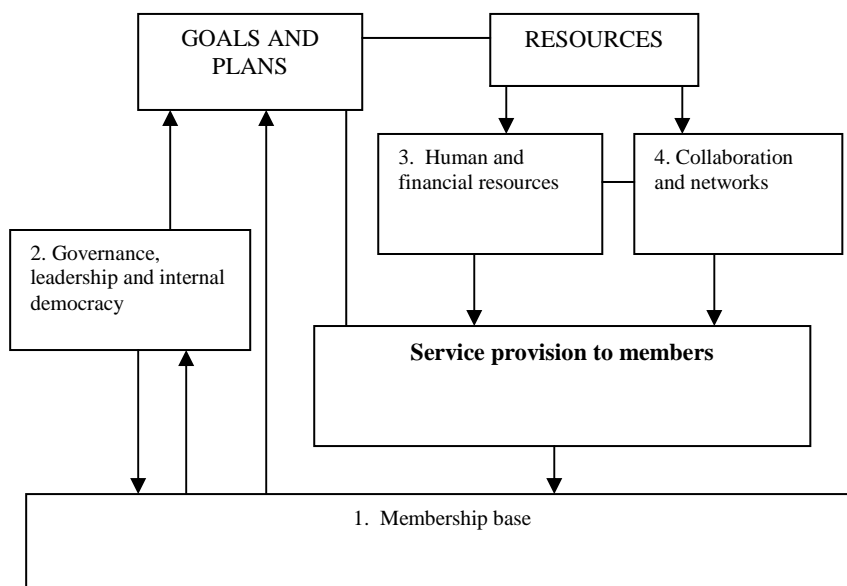
The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc). If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, TWIZAMURE roughly perceive themselves.



## 2. The mirror: overall overview of the results

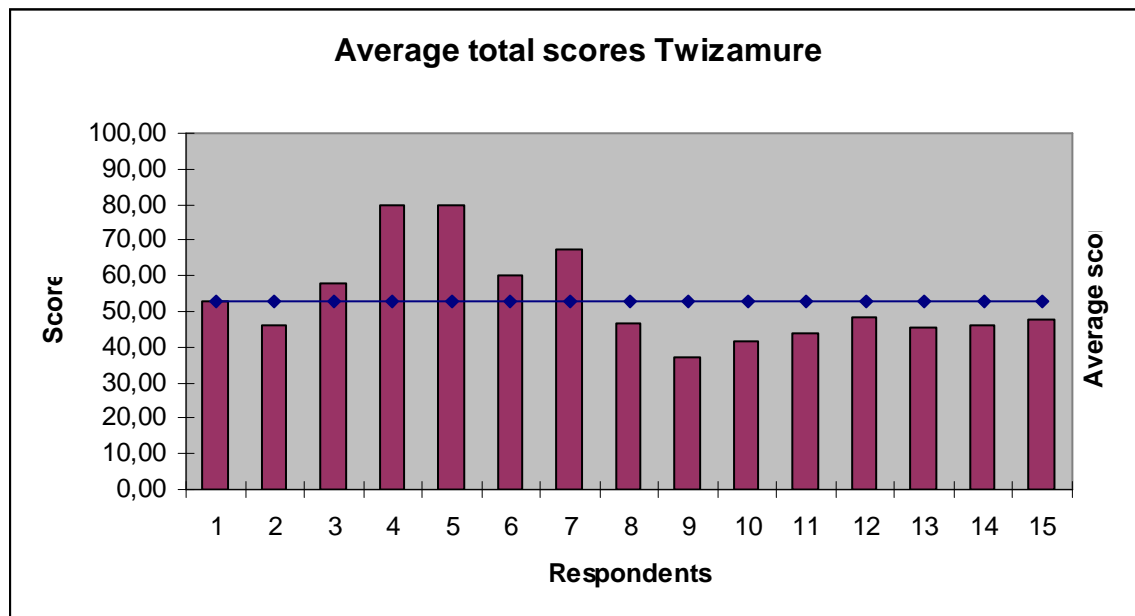
### 2.1. Total average scores

After data entry, it appears that the members of TWIZAMURE gave an average score of 53%.

This is a low average score. The individual total scores ranged from 37 to 80% as is shown in figure 1.

This high variation may indicate two things: (i) members may have a huge disagreement over the performance of their cooperative or (ii) or simply, some participants severely score against their cooperative whereas others don't. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

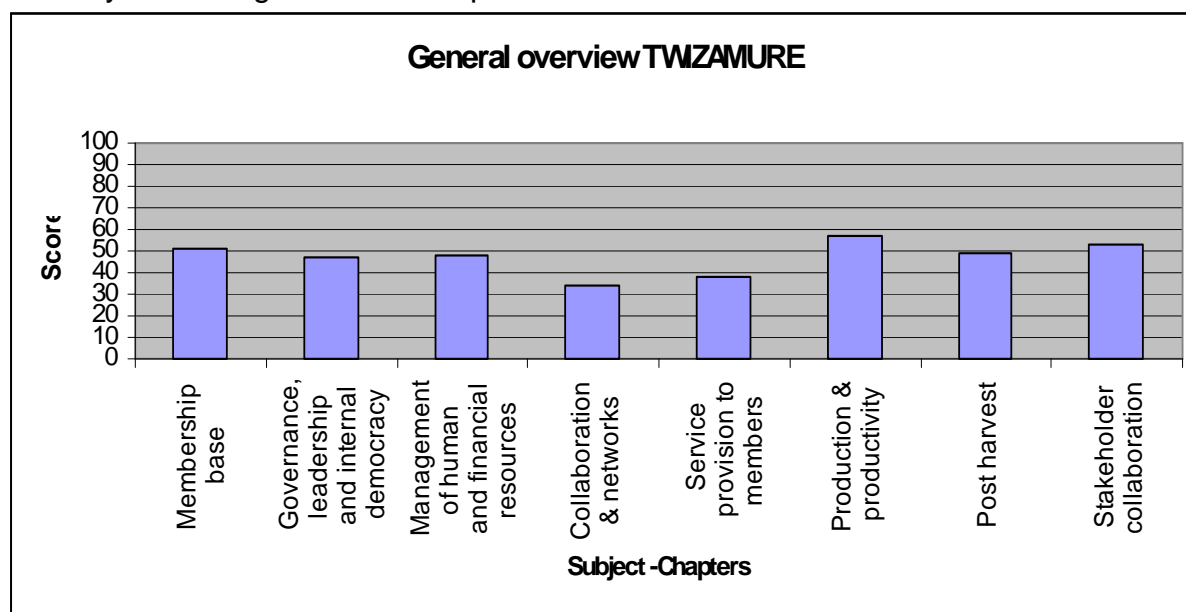
More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters' scores range between 37% and 80 %. There is large difference of score between clusters. In addition, this shows that participants diverge a lot in understanding the performance of their cooperative through different clusters. Besides, participants may have severely scored against their cooperative.



Clusters			Results
<i>Membership base</i>	51	😊	<i>The highest score. Not an area of concern.</i>
<i>Governance, leadership and democracy</i>	47	😊	<i>High score. Not an area of very high concern</i>
<i>Management of human and financial resources</i>	48	😊	<i>High score. Not an area of very high concern</i>
<i>Collaboration and networks</i>	34	😞	<i>Clearly one of the lowest scores. There seem to be some serious points of the highest concern. Some issues are likely to need further analysis and/or action</i>
<i>Service provision to members</i>	38	😞	<i>Around the average score, effort for improvement is needed.</i>
<i>Production and productivity</i>	57	😊	<i>Around the average score, effort for improvement is needed.</i>

Post harvest activities	49	☺	<i>Around the average score, effort for improvement is needed.</i>
Stakeholder collaboration	53	☺	<i>Around the average score, effort for improvement is needed. There seem to be some serious points of the highest concern</i>

## 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 44%. The average score for the perception of agribusiness development is lower: 53%.

Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	51	84	24	19
2. Governance, leadership and internal democracy	47	77	25	20
3. Management of human and Financial resources	48	78	28	18
4. Collaboration and networks	34	68	20	12
5. Service provision to members	38	62	22	12
<i>Perception of organizational performance</i>	<i>44</i>	<i>69</i>	<i>27</i>	<i>15</i>
6. Production and productivity	57	82	28	14
7. Post harvest activities	49	73	22	20
8. Stakeholder collaboration	53	85	18	23
<i>Perception of agribusiness development</i>	<i>53</i>	<i>74</i>	<i>25</i>	<i>17</i>
<b>TOTAL AVERAGE SCORE</b>	<b>53</b>	<b>80</b>	<b>37</b>	<b>13</b>

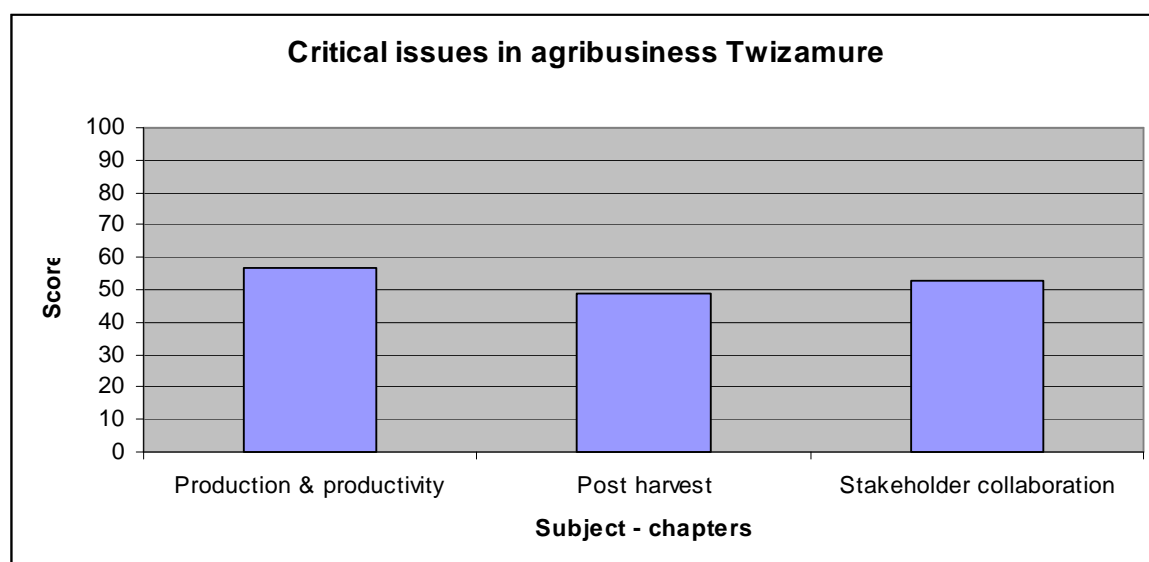
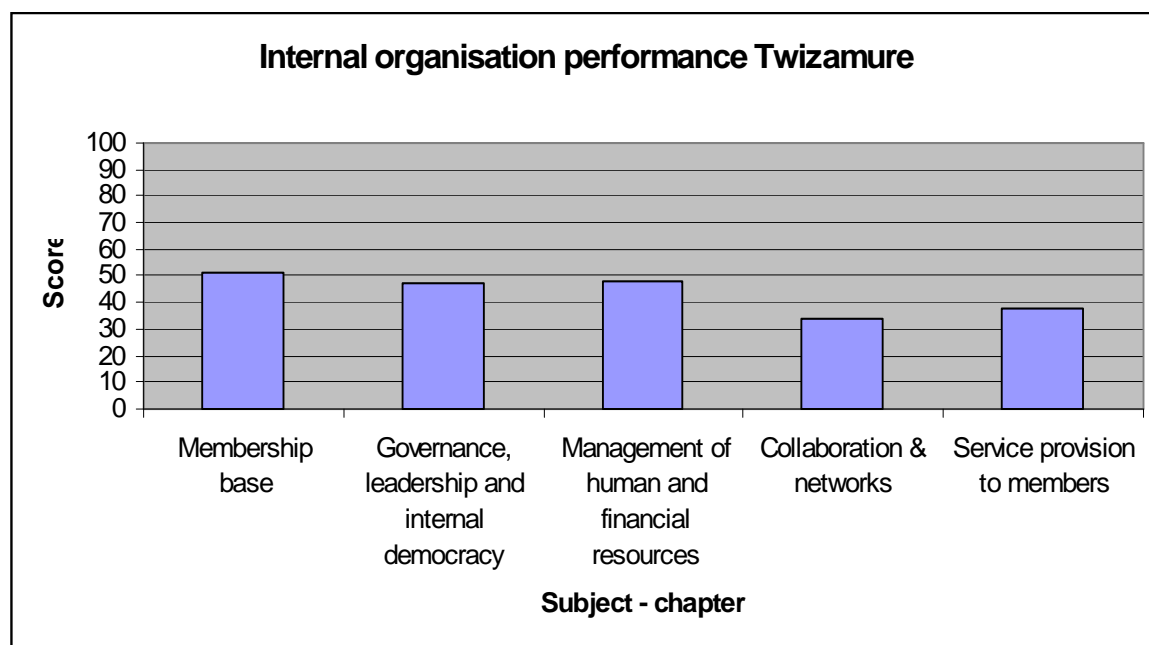
*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like stakeholder collaboration the score is very high with 85% and the lowest score of this cluster is 18; but at the same time the standard deviation is 23. This may indicate that the level of internal agreement in this cooperative is very low. Generally, there is a lot of divergence among the members of TWIZAMURE about their performance with above 12 of standard deviation in all clusters. In this case, some respondents probably lacked critical attitude. Others may be too critical. The level of agreement of the internal organization performance is higher with 15 of the standard deviation in comparison with the agribusiness development (17). An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically score one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development TWIZAMURE in

the staple food crops production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 44 % score lower in relation with the average of the general perception and agribusiness development with average of 53. However the difference between averages in these cooperative is relatively small. This may clearly mean that members of this cooperative need to perform much better especially in the internal organization aspects.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

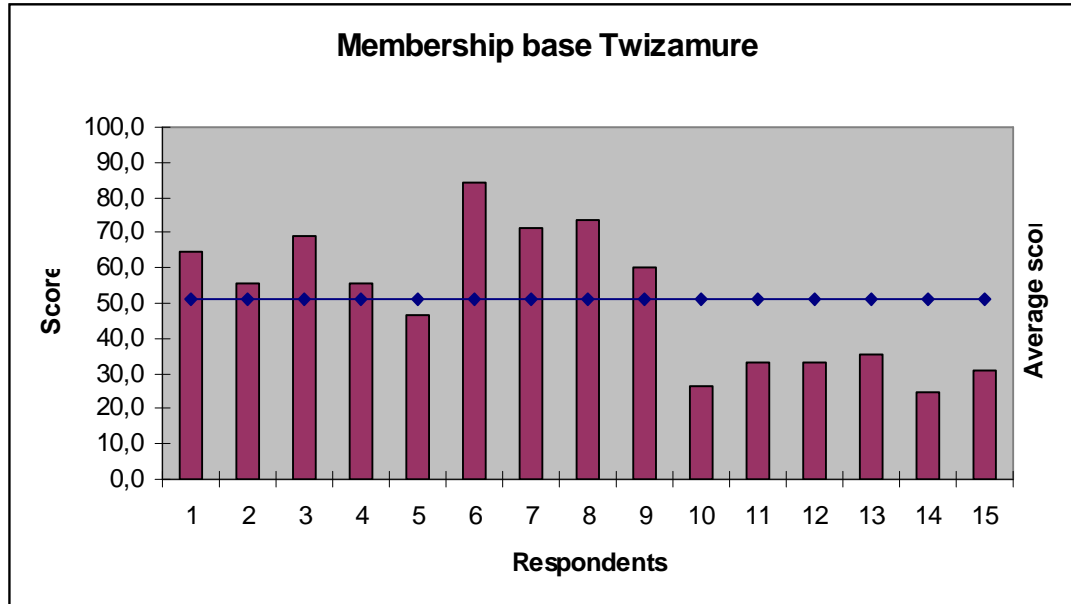
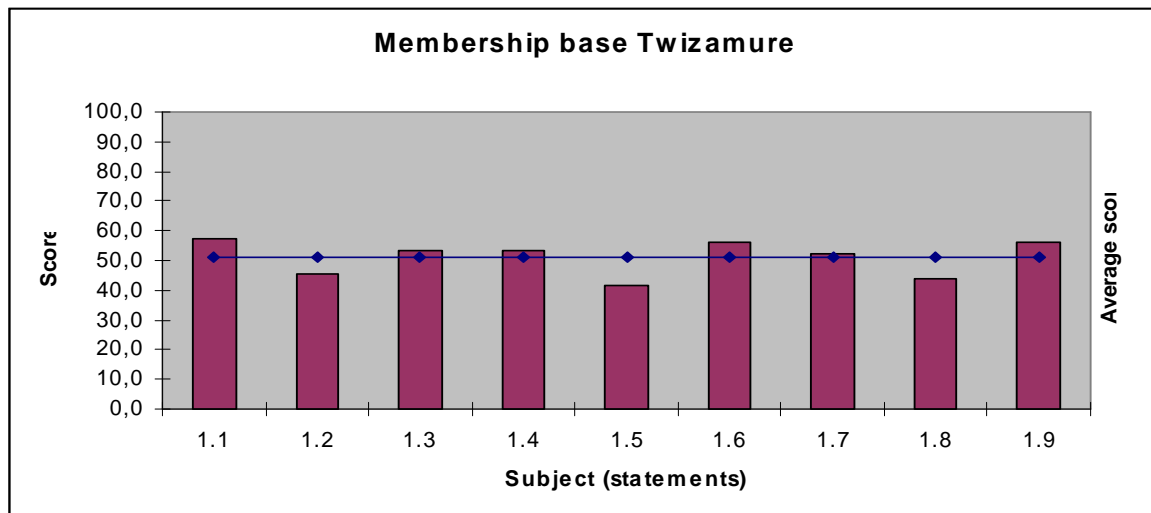


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of TWIZAMURE:



Remarks, questions, suggestions:

#### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

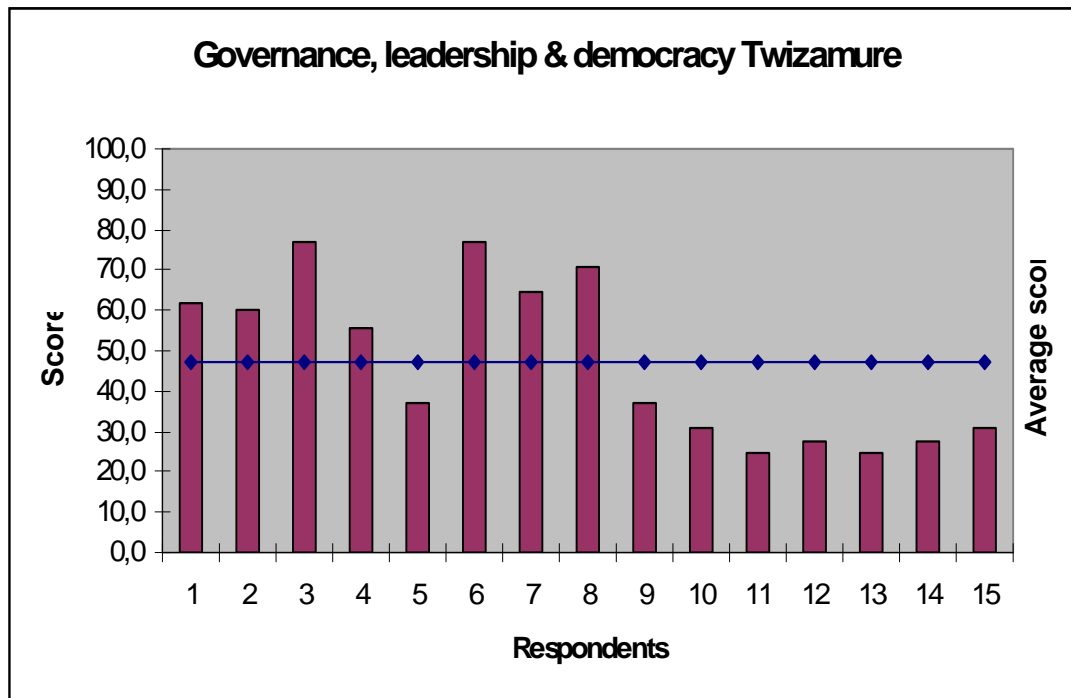
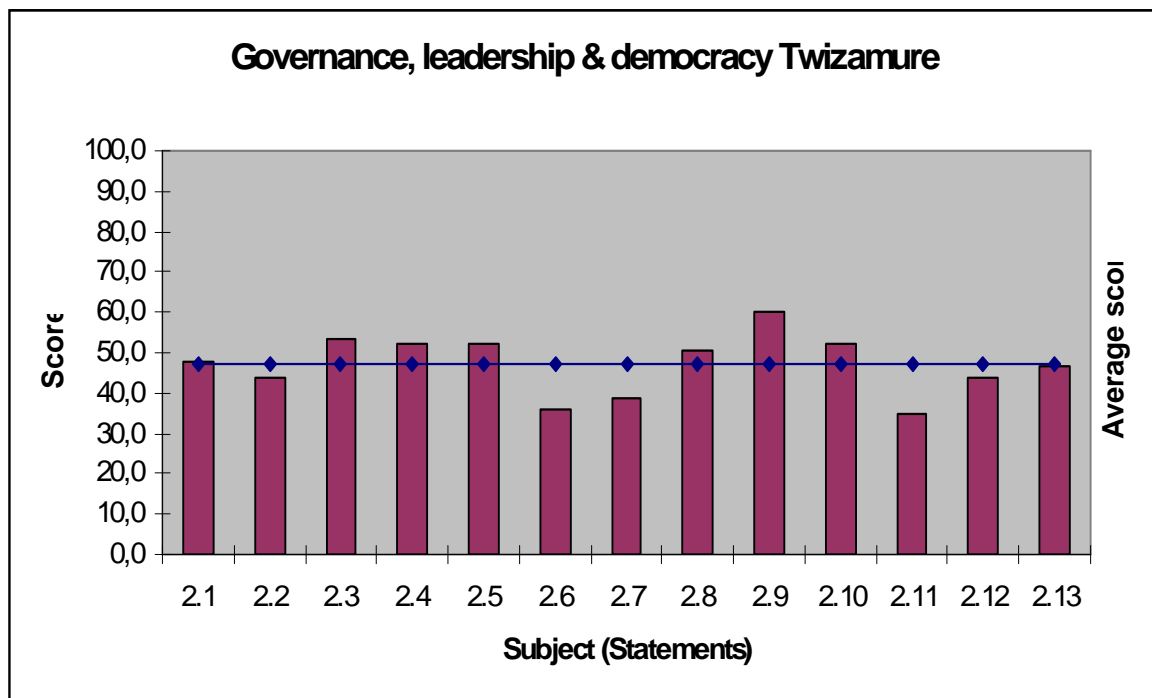


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of TWIZAMURE:



Remarks, questions, suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

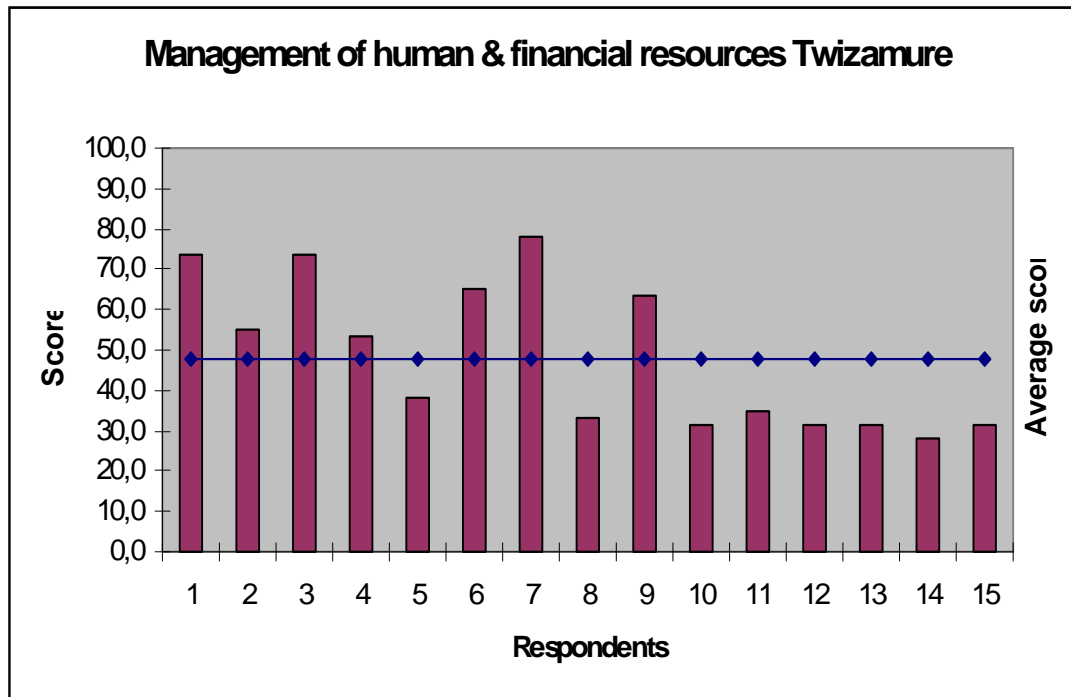
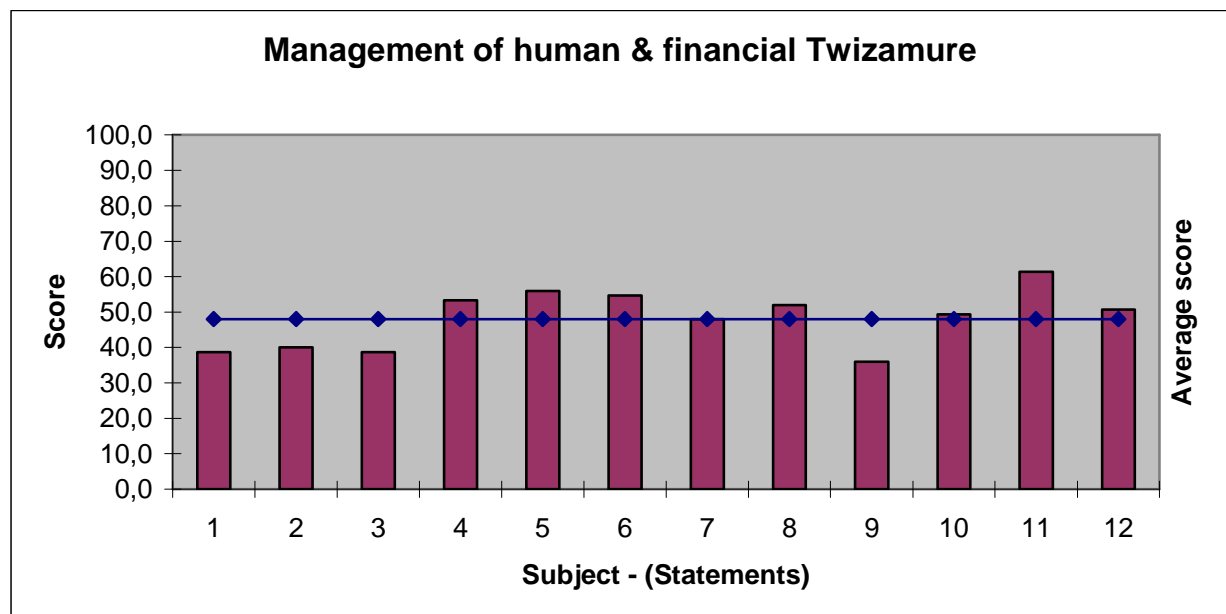


Figure 8 shows the scores for each statement:



Remarks, questions, suggestions:

### 3.4. Collaboration and Networks

Figure 9

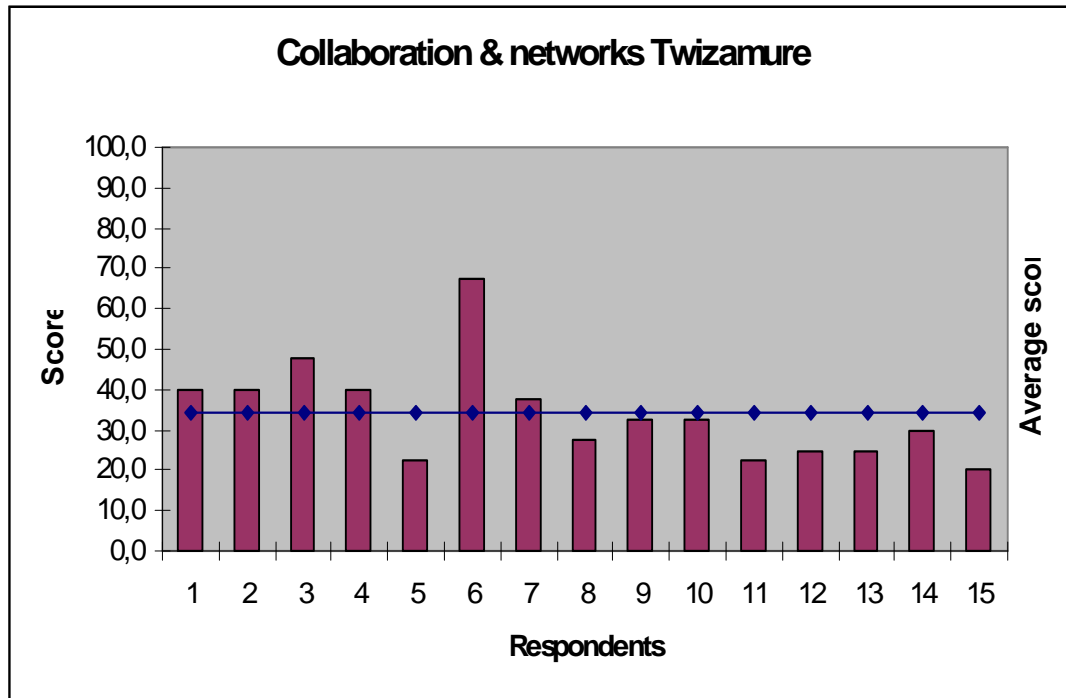
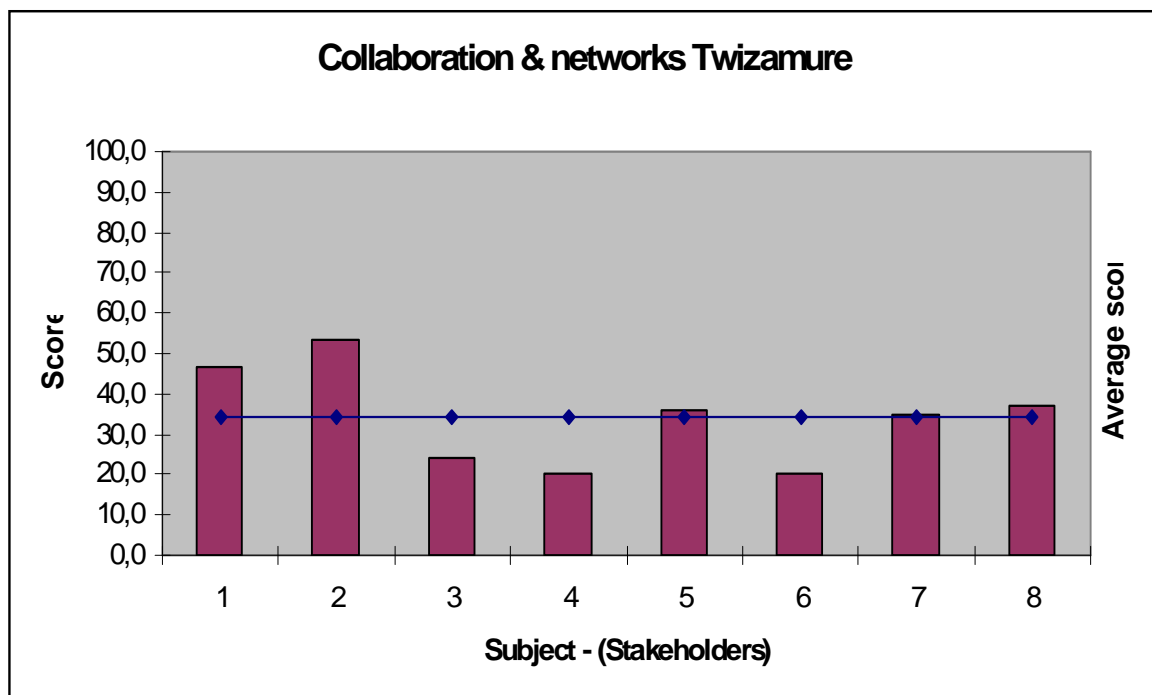


Figure 10



Remarks, questions, suggestions:



### 3.5. Service provision to members

Figure 11

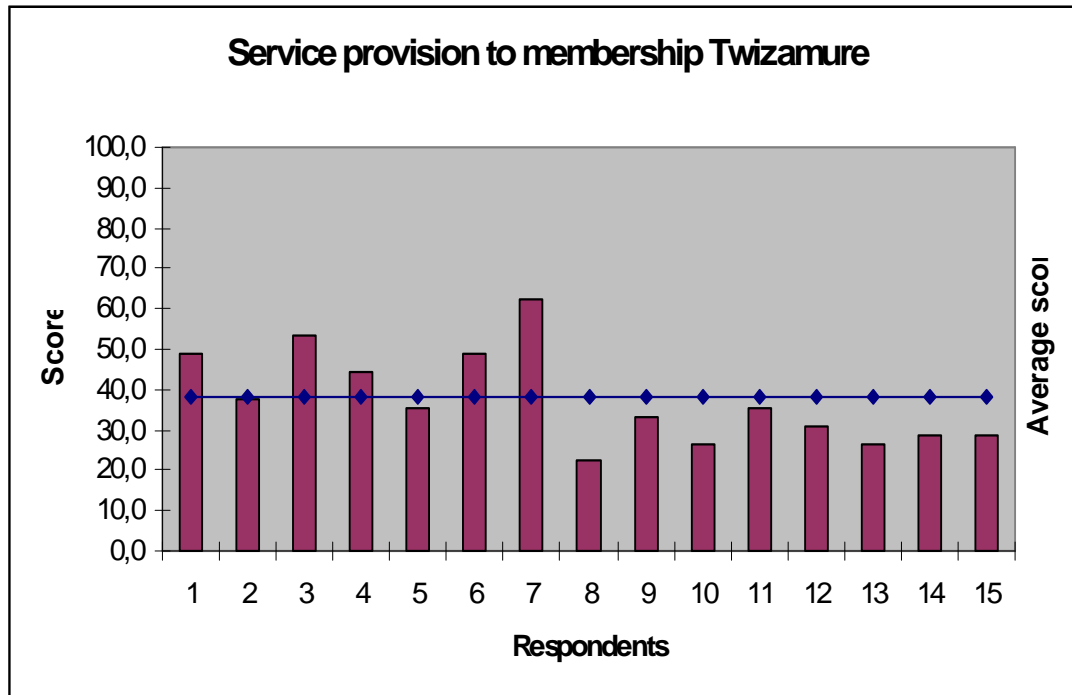
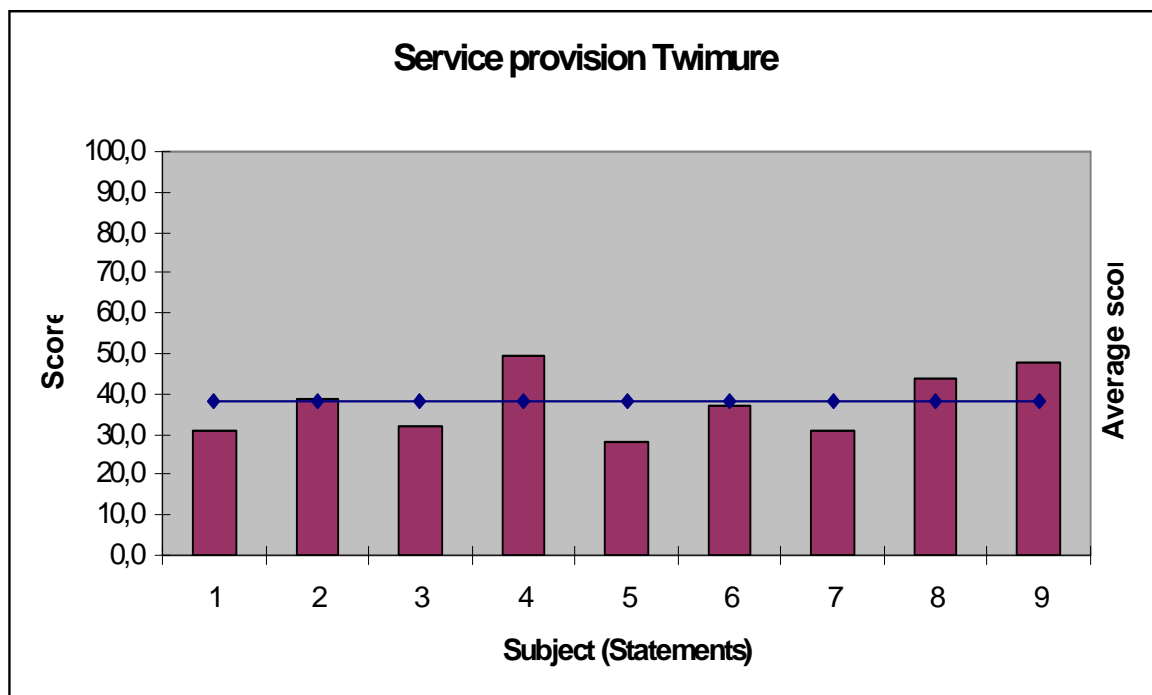


Figure 12



Remarks, questions, suggestions:

#### 4. Perception of agribusiness development in staple food crops (cassava area)

##### 4.1. Production and productivity

Figure 13

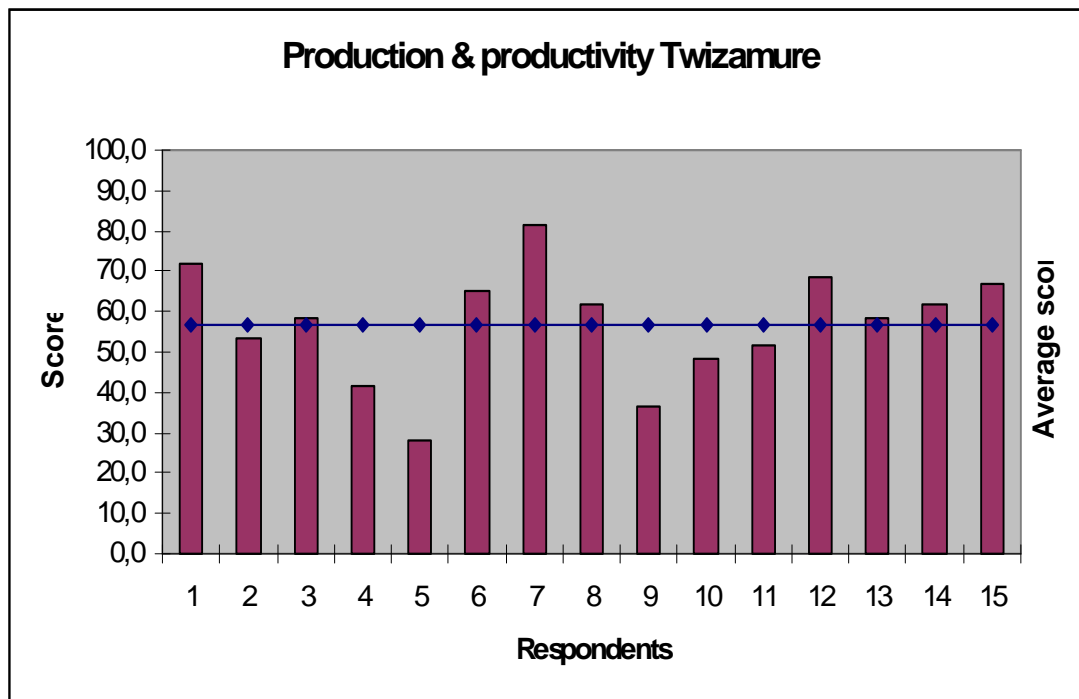
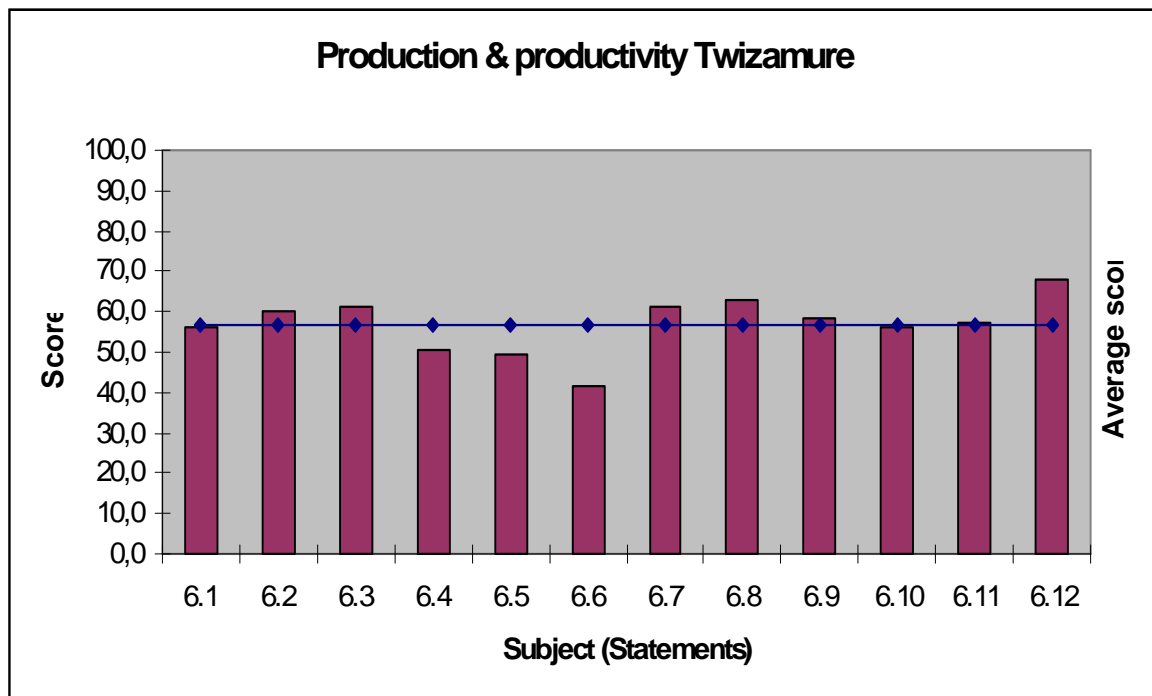


Figure 14



Remarks, questions, suggestions:

#### 4.2. Post harvest activities

Figure 15

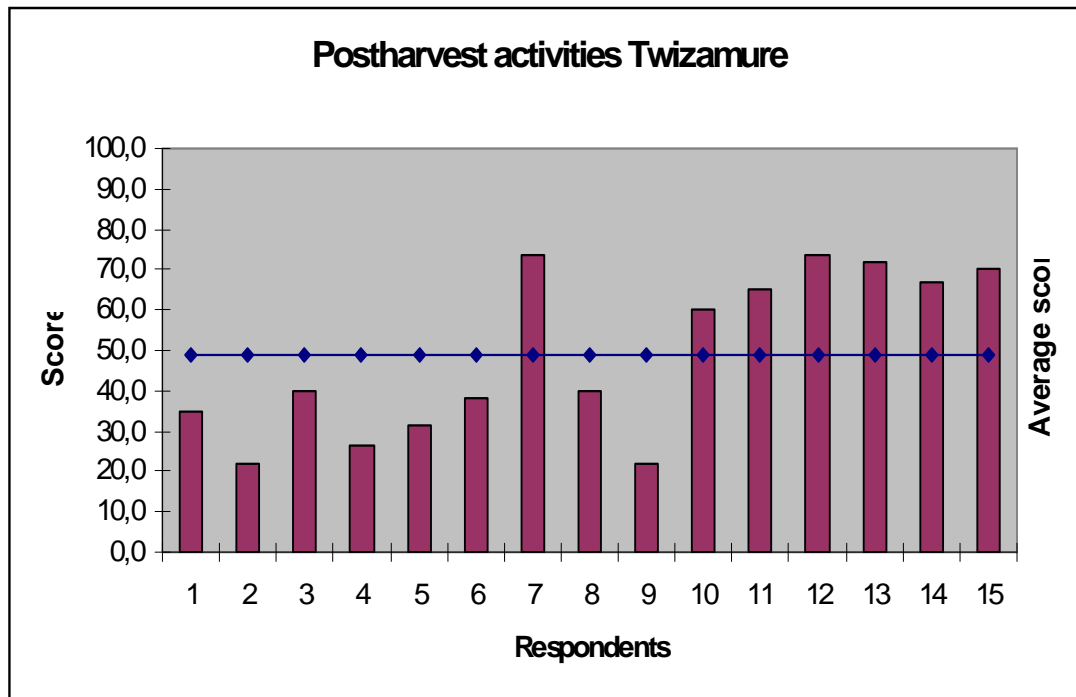
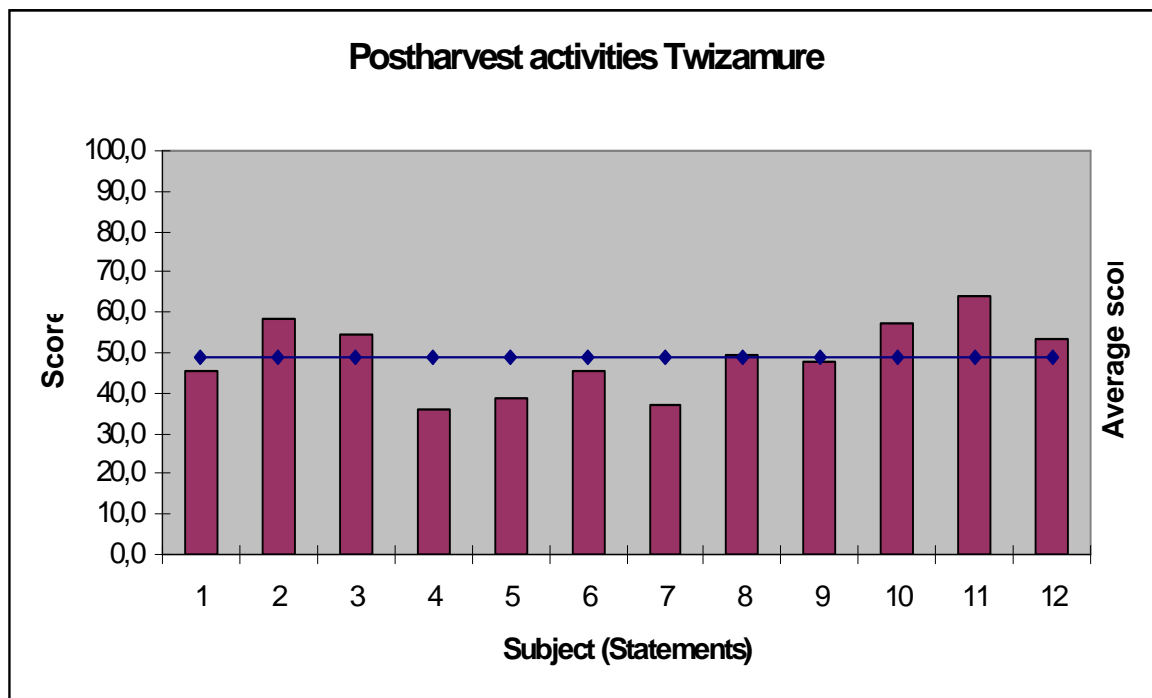


Figure 16



Remarks, questions, suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

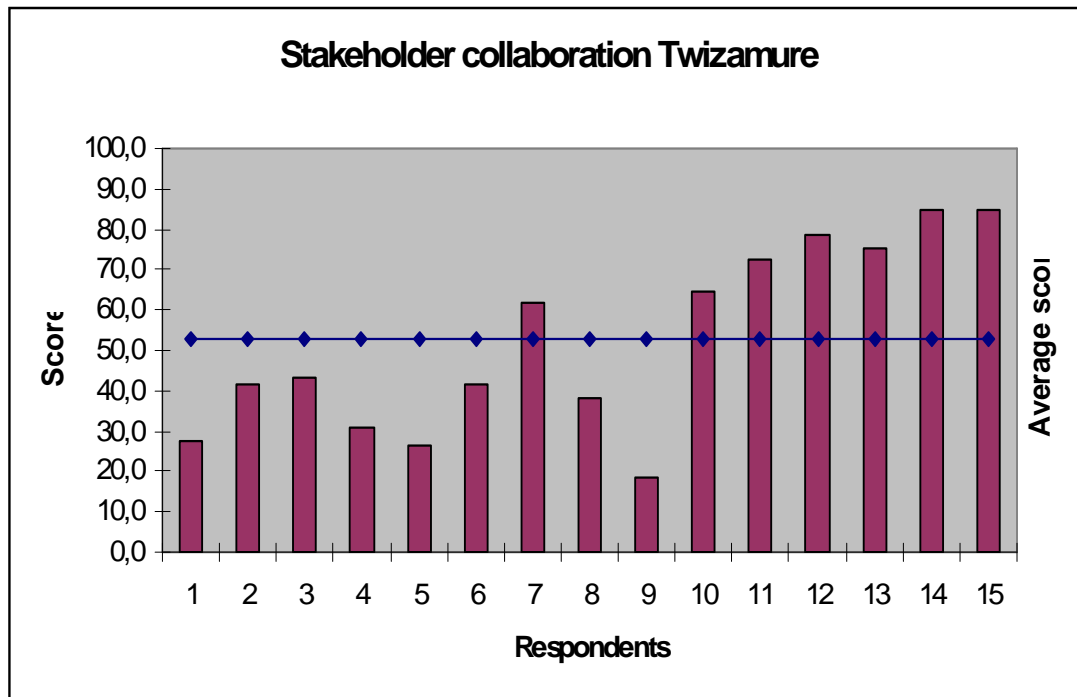
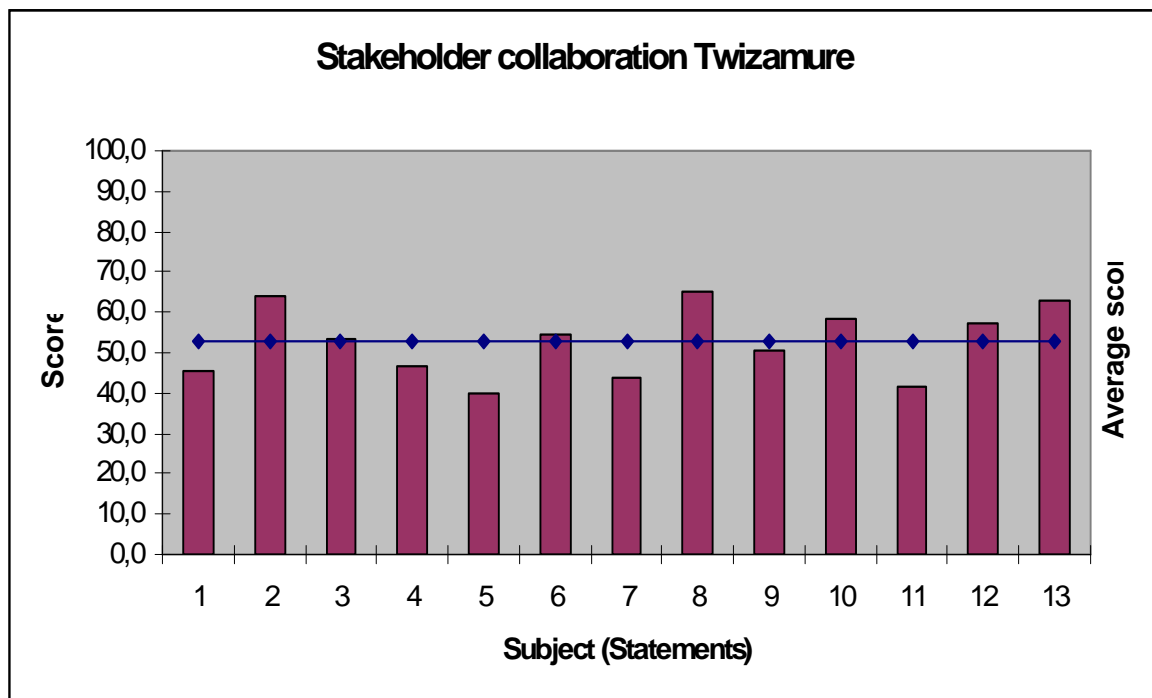


Figure 18



Remarks, questions, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that TWIZAMURE farmers need to give priority attention to the following subjects :

....

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

### **2.10 Cooperative Ituze**

District: Kamonyi

Commodity: Rice

Date of self-assessment 27 Jul 2009

## ITUZE

## LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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## 1. Introduction

On 27 July 2009, Committee members and ordinary members of ITUZE invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception contract farming arrangements with EP
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

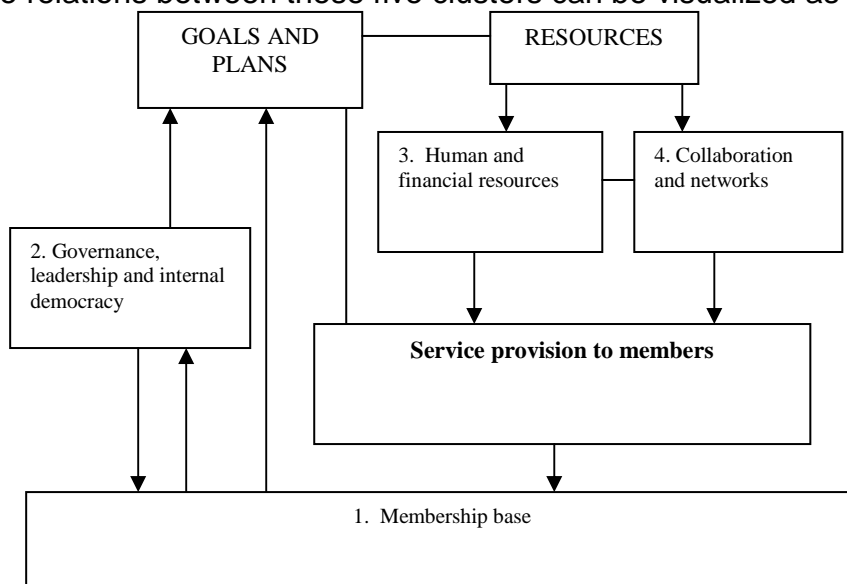
The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the organization according to the established regulations.

Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc). If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to it. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every farmers' organization or cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, ITUZE roughly perceive themselves.



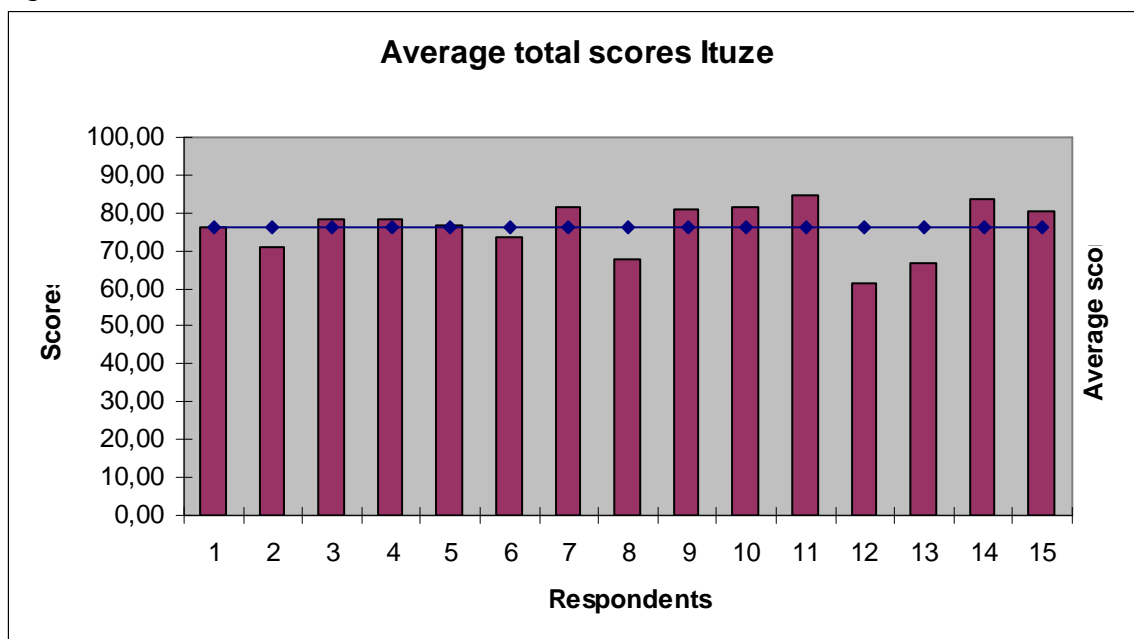
## 2. The mirror: overall overview of the results

### 2.1. Total average scores

After data entry, it appears that the members of Ituze gave an average score of 76%. This is a high average score. The individual total scores ranged from 61 to 85% as is shown in figure 1.

This relatively short score variation may indicate two things: (i) there are quite important relative close understanding between the zones or (ii) nearly all participants are not very severe in applying the scores. That's why absolute values of the scores are less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

Approximately speaking, scores can be interpreted as follows :

Less than 50%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 50-60% : low score, agreement that something must be done ;

Between 60-70% : Low average score. Members are not really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

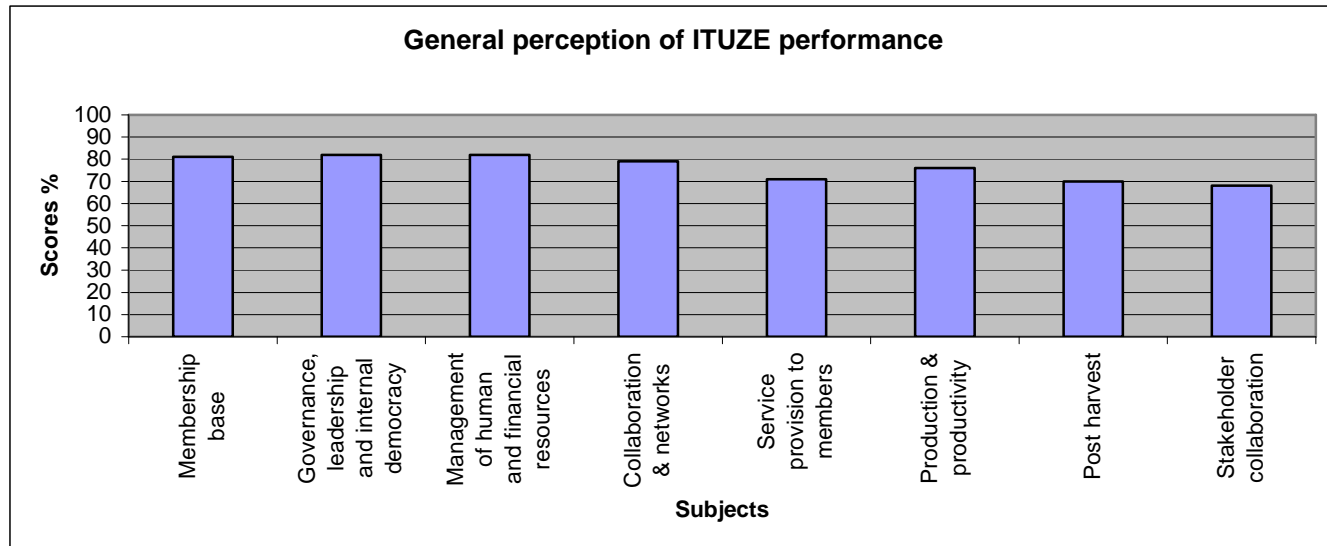
Between 70-80% : Average score. There is no dissatisfaction, but there is room for improvement.

More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:  
Figure 2

#### 2.4. The general picture that arises



In general terms, the image that is coming up is that 3 clusters serves provision to the members, post harvest activities and stakeholder collaboration score relatively lower around 70%, one of the: production and productivity scores into the average 76%, other 4 left score relatively higher (with 80%) than the others. This leads to a first possible orientation on 3 clusters that score lower.

Clusters	Results		
<i>Membership base</i>	81	😊	<i>Very high score. Apparently not an area of concern.</i>
<i>Governance, leadership and democracy</i>	82	😊	<i>The highest score. Not an area of concern at all.</i>
Management of human and financial resources	82	😊	The highest score. Not an area of concern at all.
<i>Collaboration and networks</i>	79	😊	<i>Very high score. Apparently not an area of high concern.</i>
Service provision to members	71	😞	Low score, even much lower as far as organizational performance with average of 79 is concerned. This is an area of high concern.
Production and productivity	76	😊	Average score. Some issues are likely to need further analysis and/or action.
Production and productivity	70	😞	Low score, but not much lower as far as agribusiness development with average of 71 is concerned. This is an area of high concern which however needs improvement
Stakeholder collaboration	68	😞	Clearly the lowest score. There seem to be some serious points of the highest concern.

### Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 79%. The average score for the perception of agribusiness development is slightly lower: 71%.

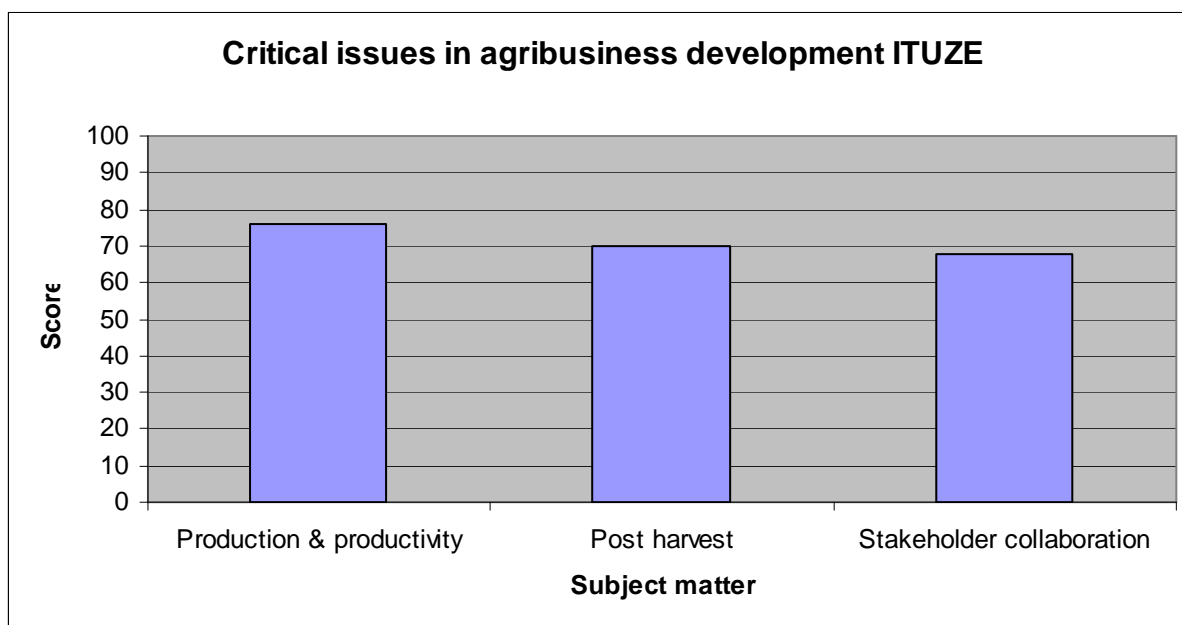
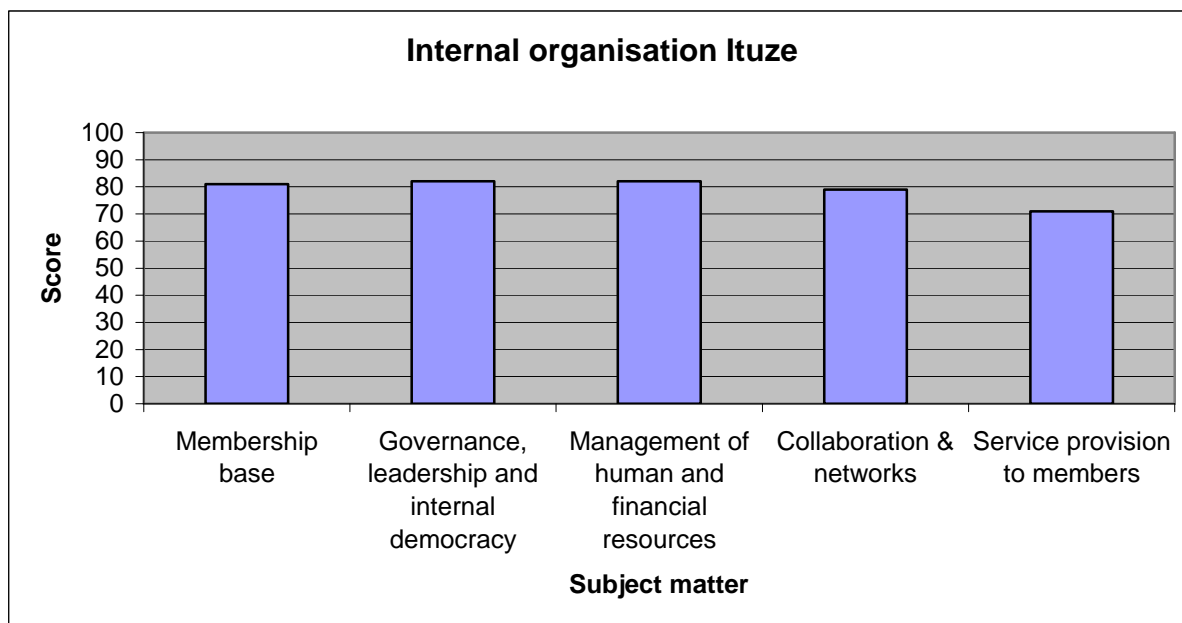
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	81	89	62	7
2. Governance, leadership and internal democracy	82	92	66	9
3. Management of human and Financial resources	82	92	60	8
4. Collaboration and networks	79	95	55	12
5. Service provision to members	71	93	47	13
<i>Perception of organizational performance</i>	79	92	67	7
6. Production and productivity	76	98	57	8
7. Post harvest activities	70	87	23	16
8. Stakeholder collaboration	68	86	52	10
<i>Perception of agribusiness development</i>	71	85	44	10
TOTAL AVERAGE SCORE	76	85	61	7

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like production and productivity the individual highest score is relatively very high at 98. However the lowest score of this cluster is relatively high at 57 and the standard deviation remains relatively low. This may indicate that the level of agreement is relatively high. There are also some clusters like post harvest activities where the level of agreement is very low at 16 of the standard deviation. In this case, (i) some respondents may lack critical attitude or (ii) some respondents looked at and considered their individual performance instead of considering collective performance. An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically scoring one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of ITUZE in cassava production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 79 % (apart from the services provision to the members) score relatively higher in relation with the average of the general perception 76%. The clusters in agribusiness development with average of 71 score much lower. Additionally the level of agreement in organizational performance the level of agreement is relatively higher compare to the level of agreement in agribusiness development clusters.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

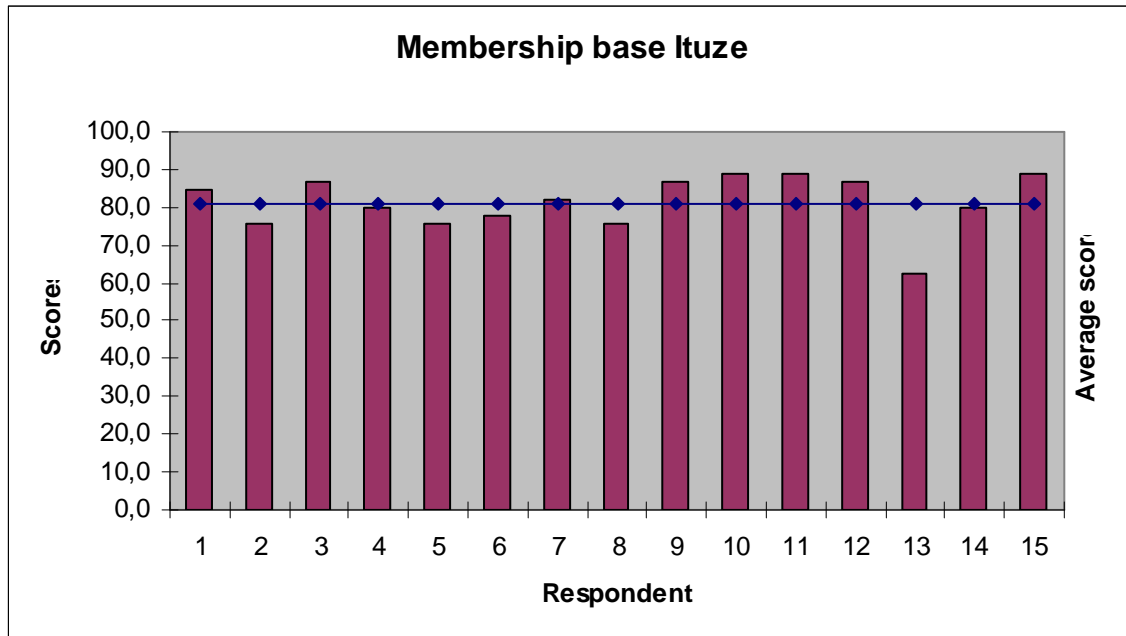
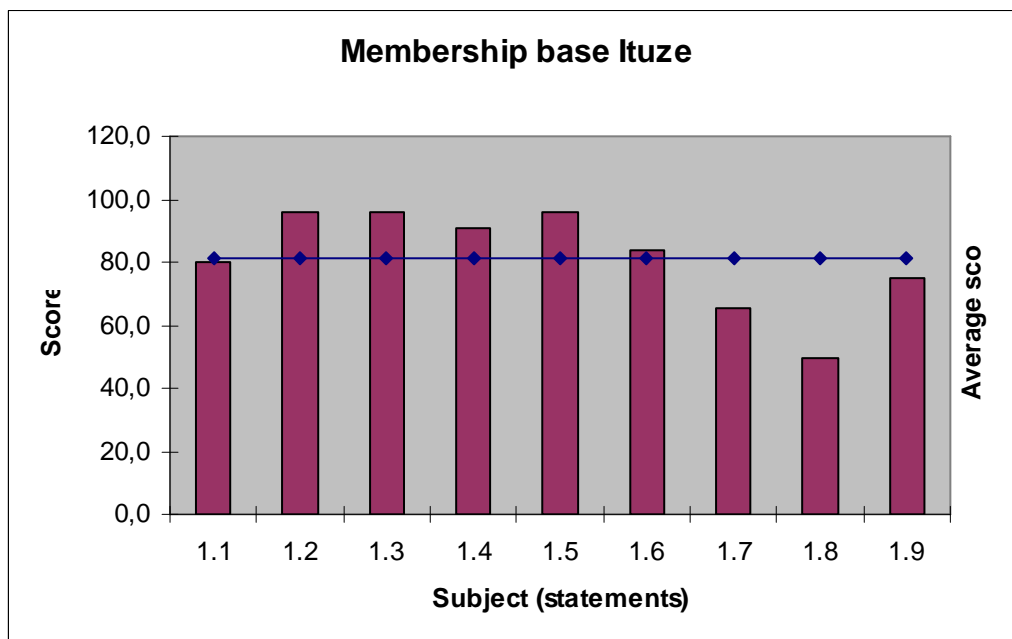


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of ITUZE:



Remarks: issues of concern: 1.1; 1,7; 1,8; 1,9.

Questions: Why 1,8 scored the lowest?

Suggestions

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

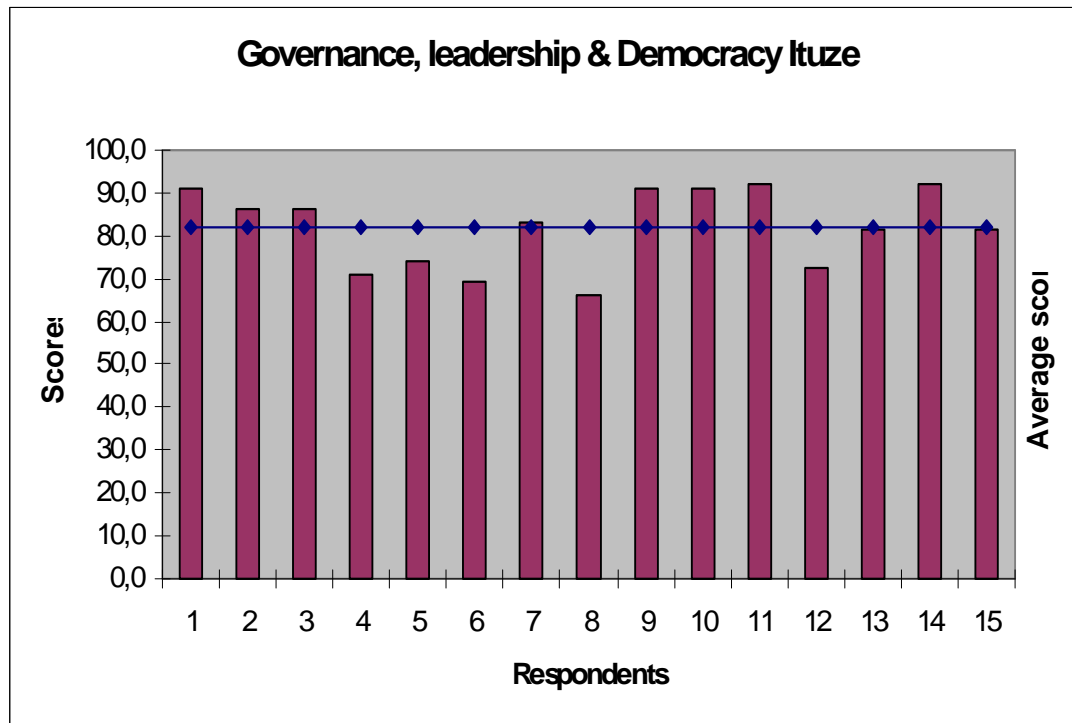
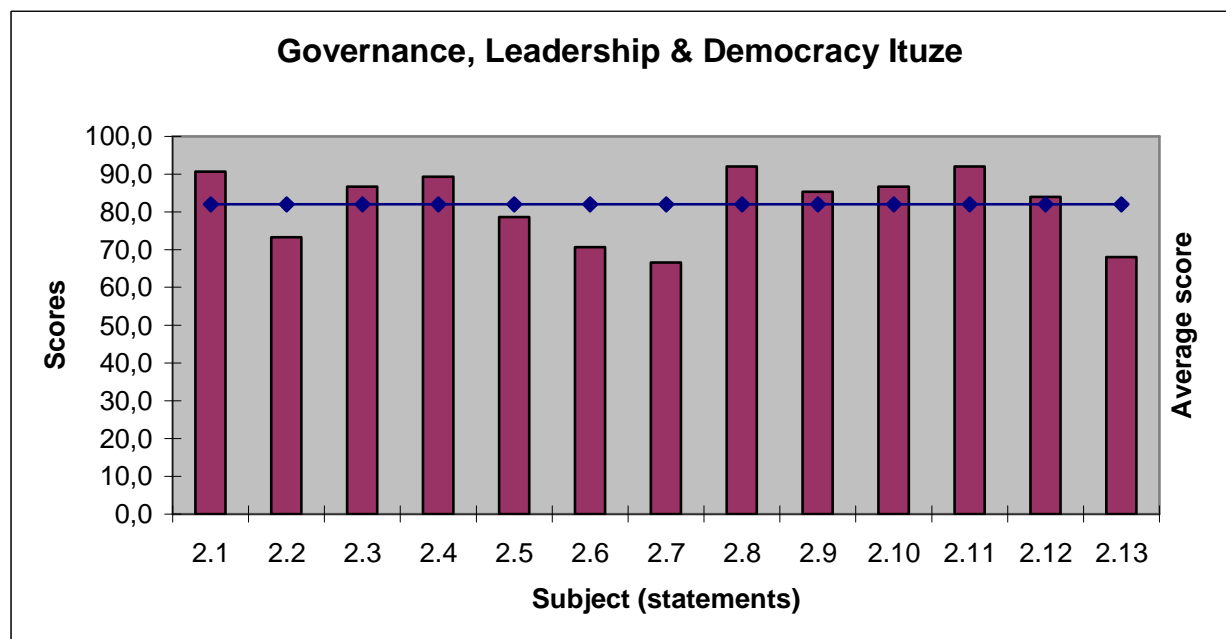


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of ITUZE:



Remarks:  
Questions

suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

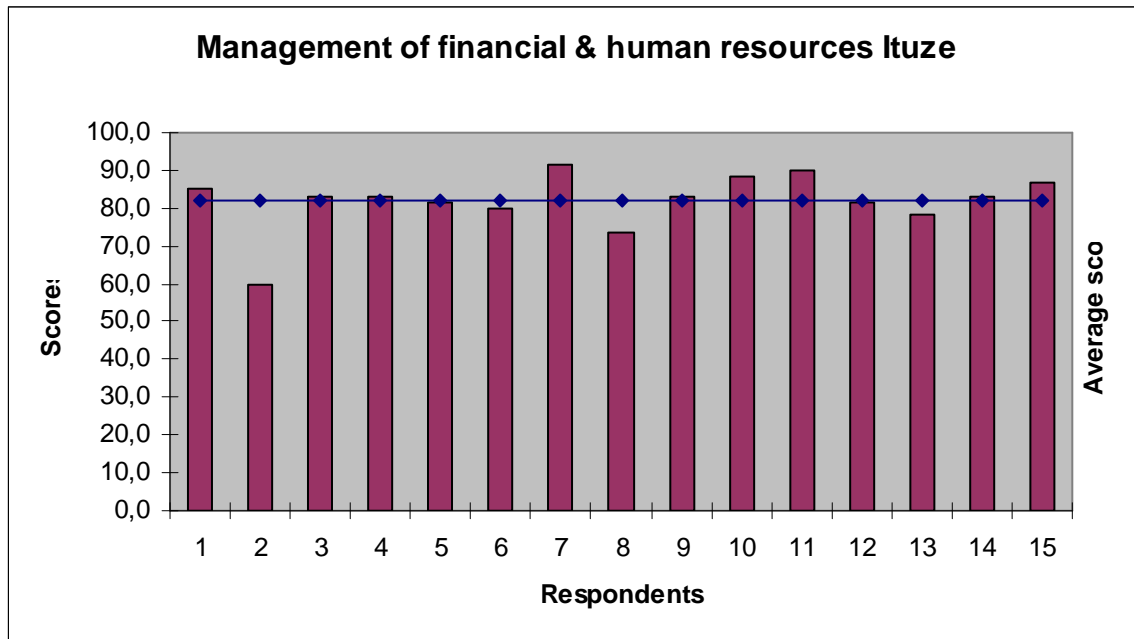
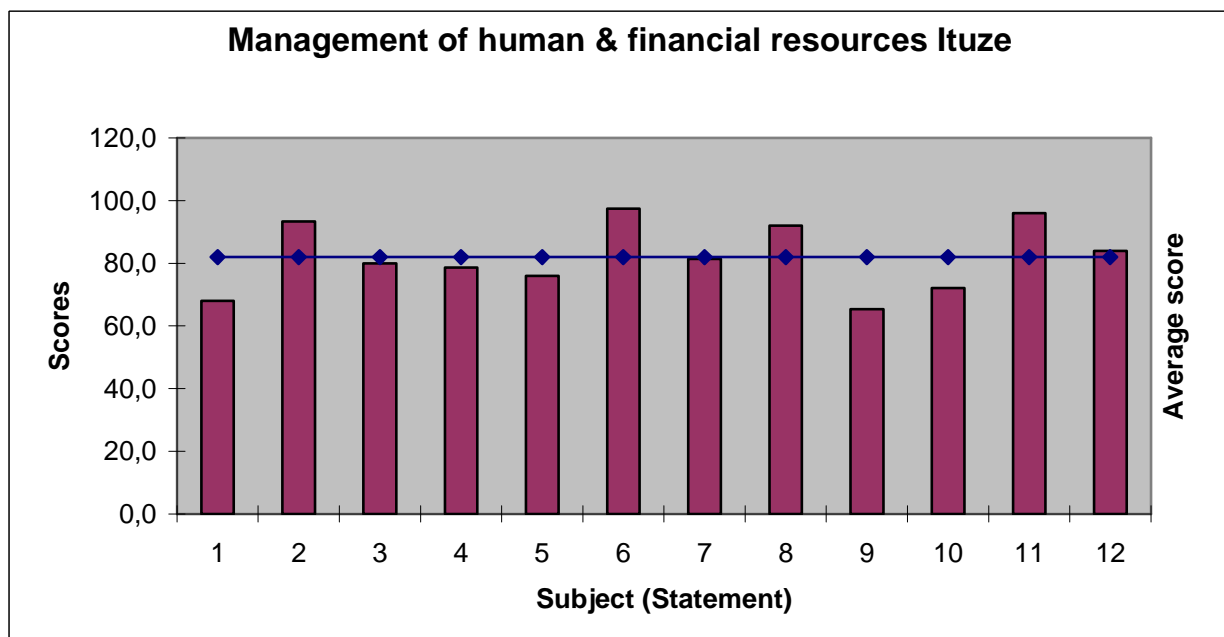


Figure 8 shows the scores for each statement :



Remarks, questions, suggestions:

### 3.4. Collaboration and Networks

Figure 9

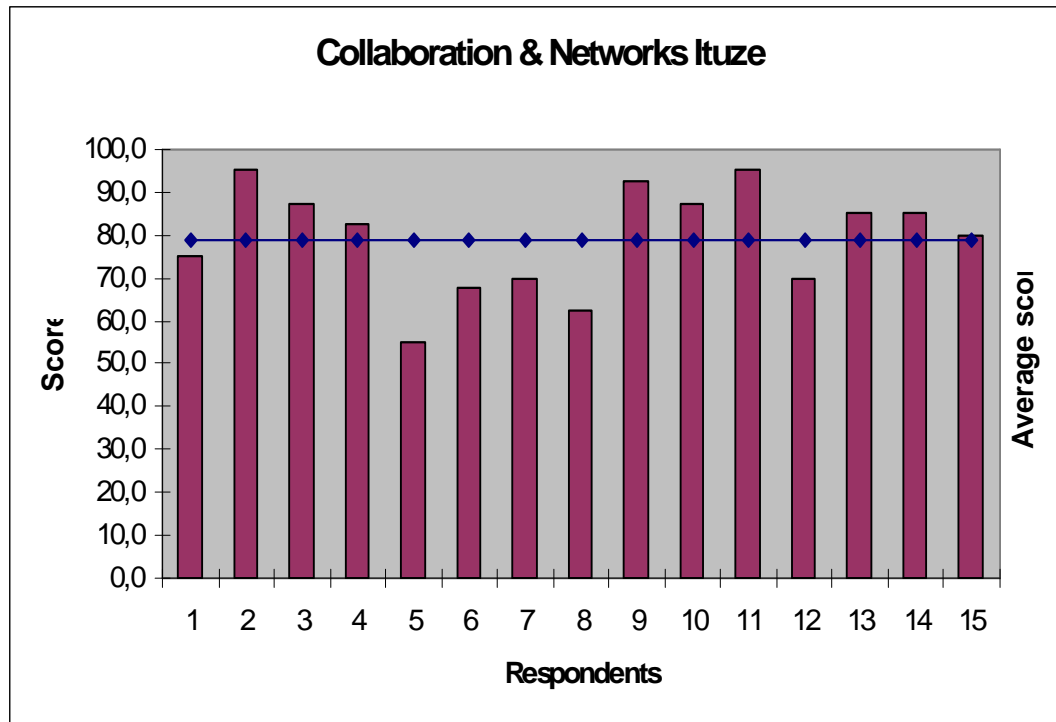
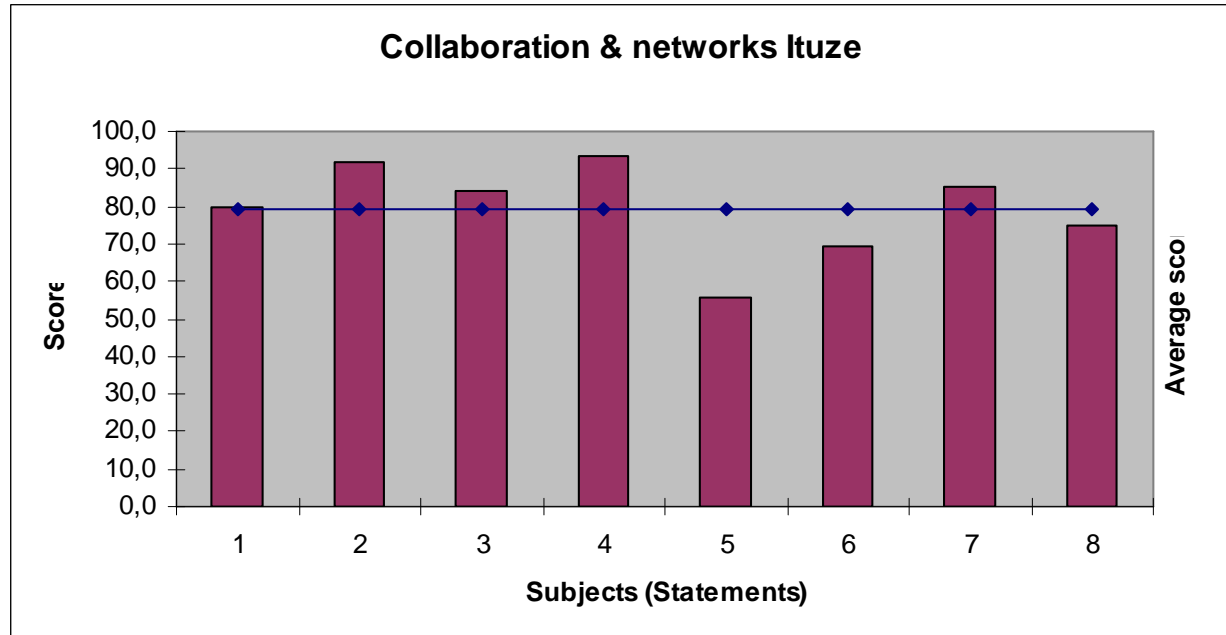


Figure 10



Remarks, questions, suggestions:



### 3.5. Service provision to members

Figure 11

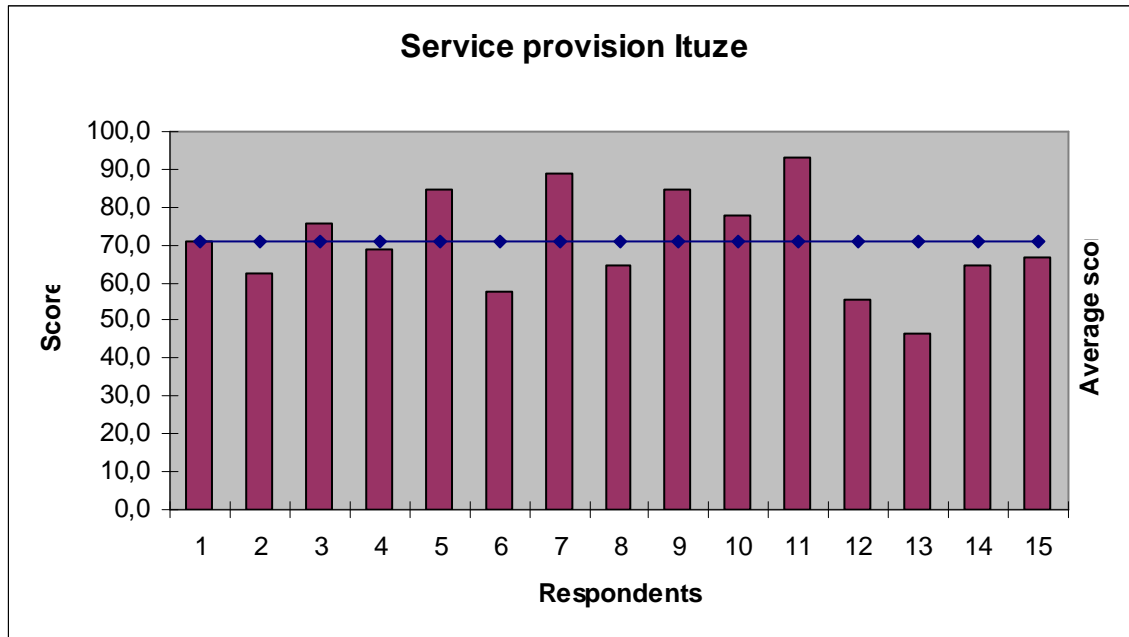
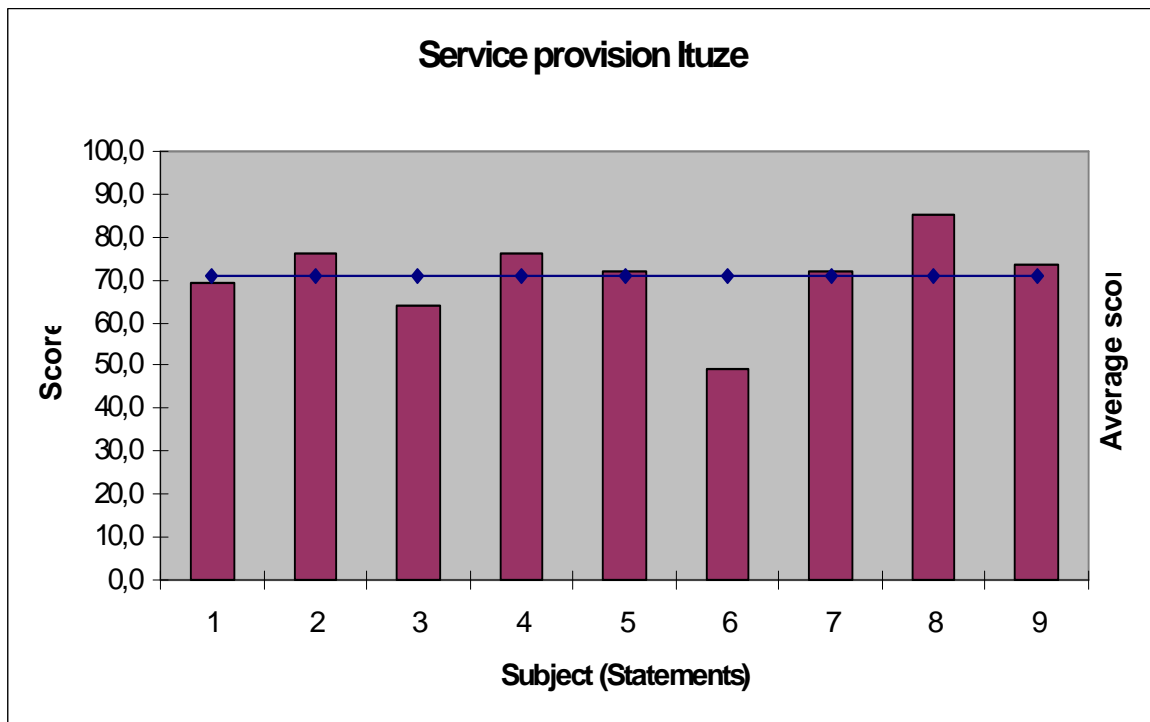


Figure 12



Remarks, questions, suggestions:

#### 4. Perception of agribusiness development in cassava cluster

##### 4.1. Production and productivity

Figure 13

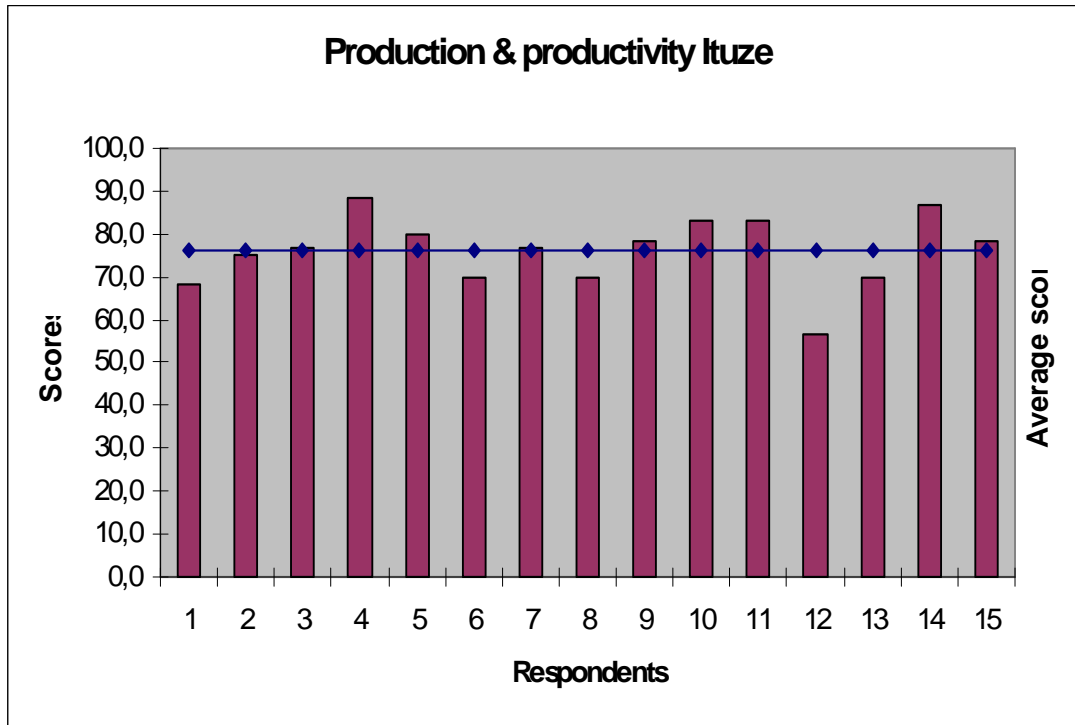
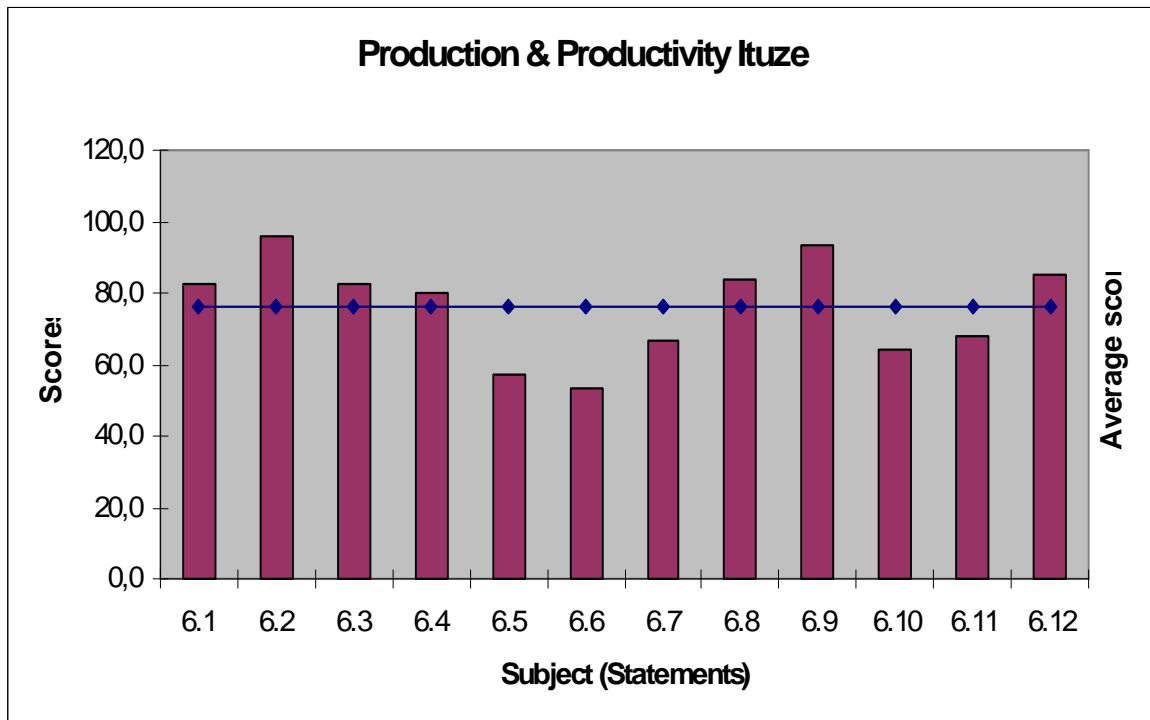


Figure 14



Remarks, questions, suggestions:

#### 4.2. Post harvest activities

Figure 15

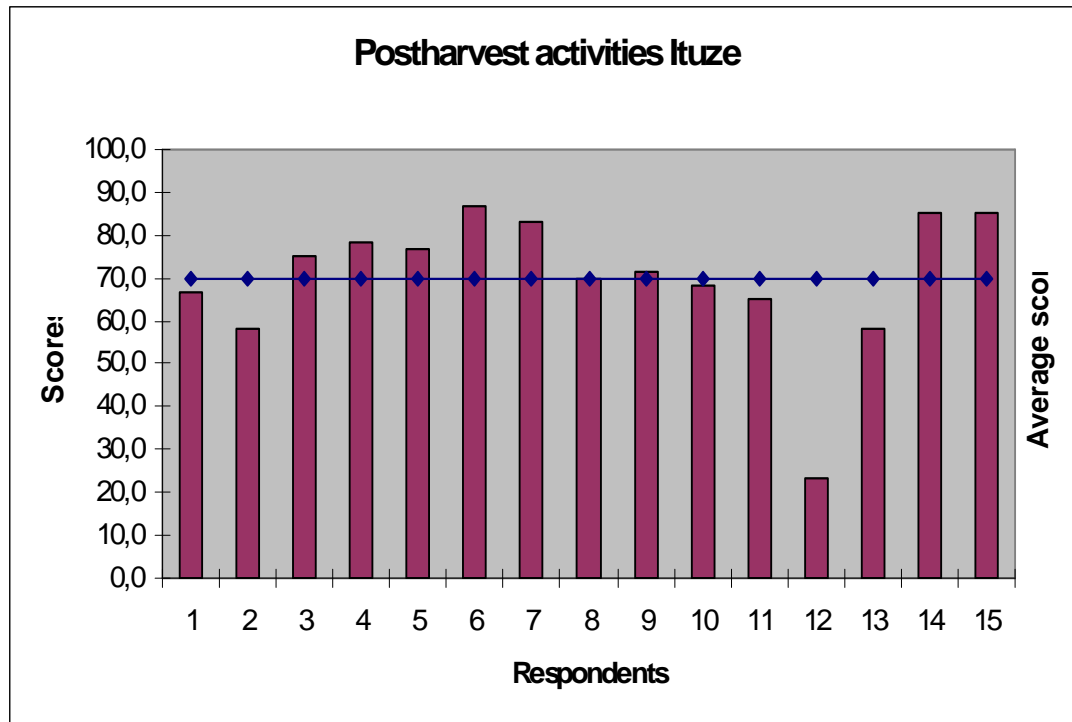
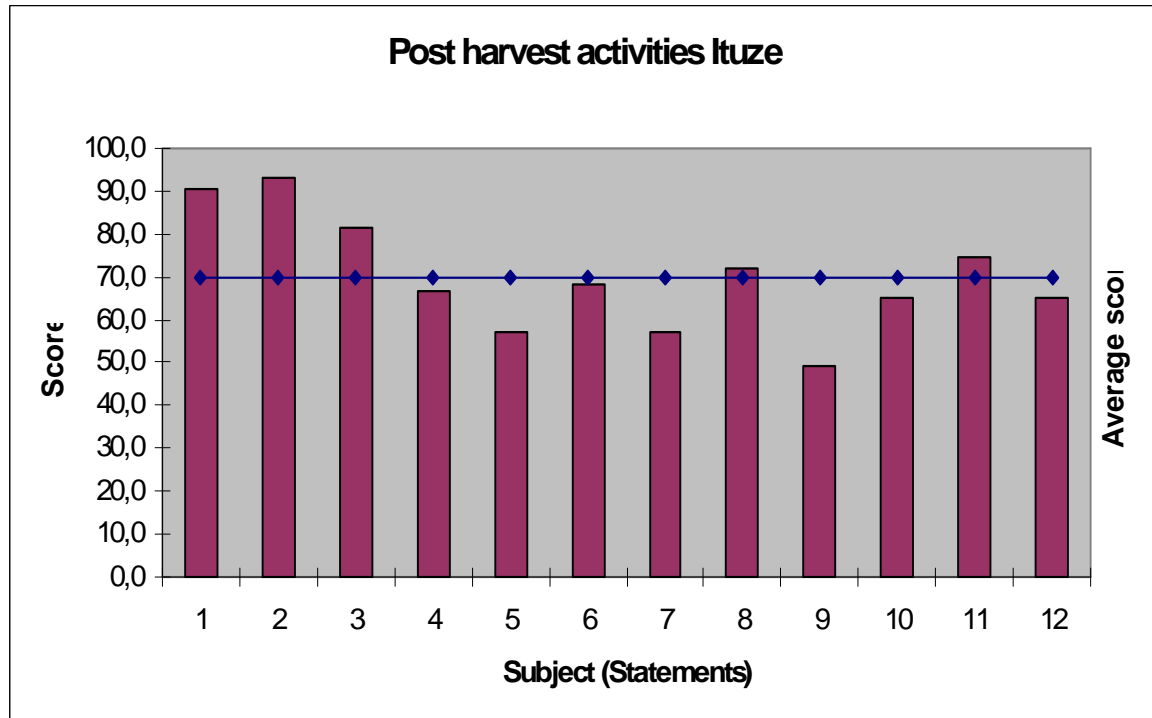


Figure 16



Remarks, questions, suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

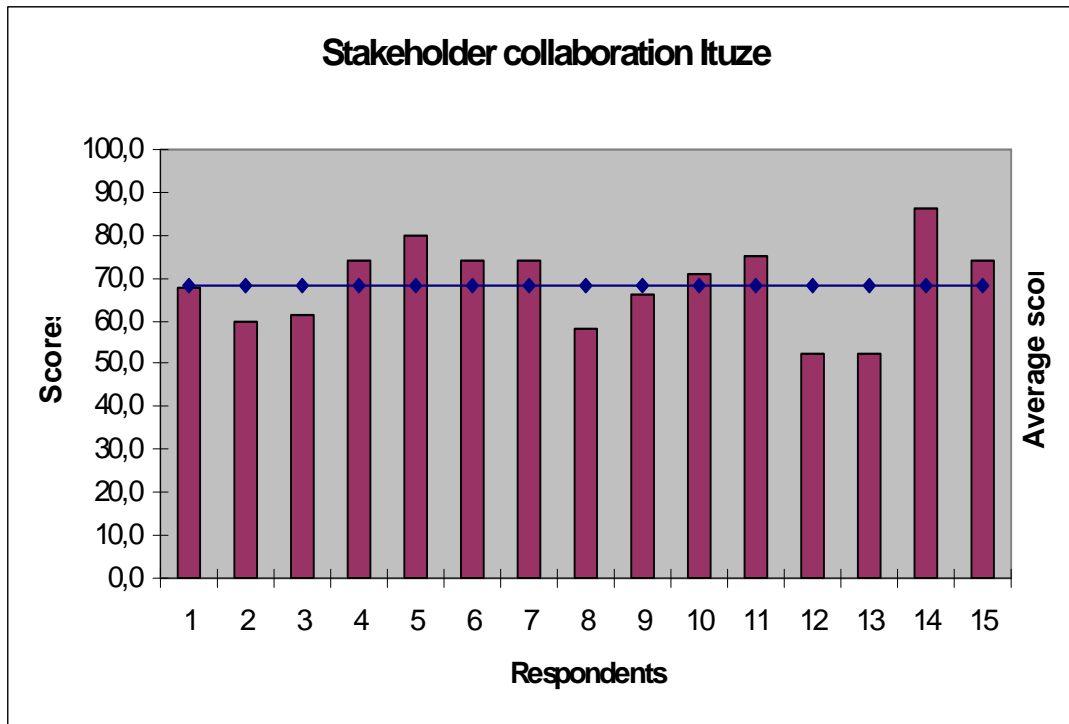
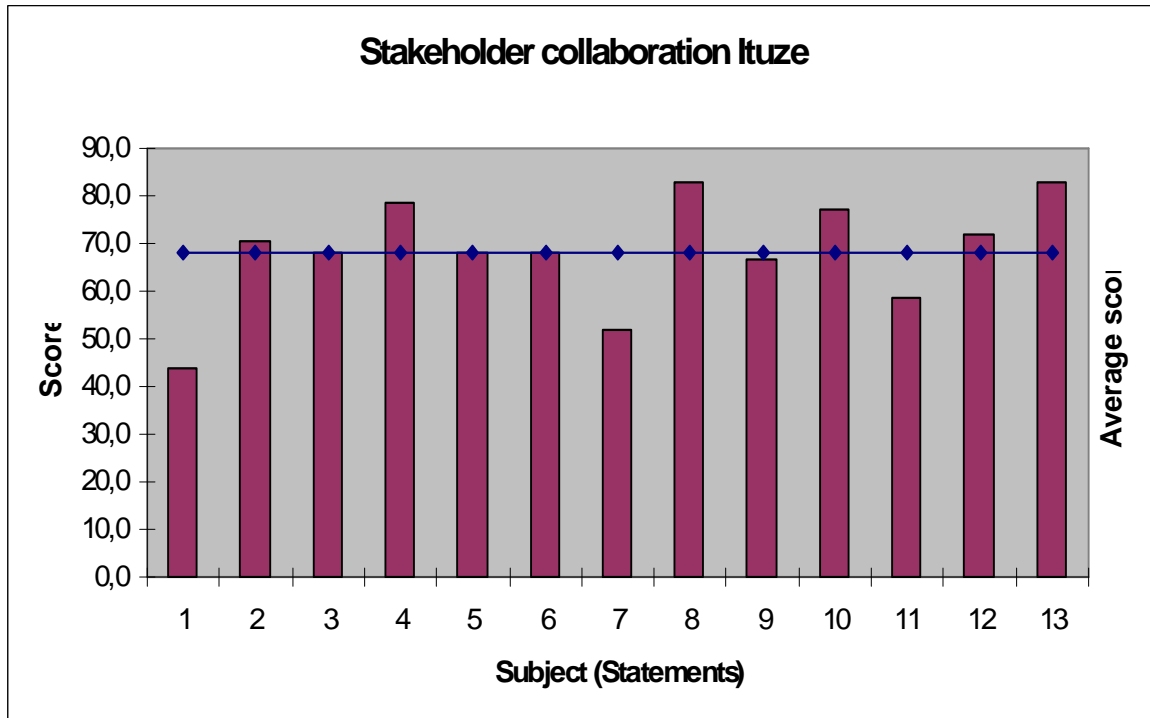


Figure 18



Remarks, questions, suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that ITUZE farmers need to give priority attention to the following subjects :

....

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

### **2.11 Cooperative COVAPANYA**

District: Bugesera

Commodity: Rice

Date of self-assessment: 10 Aug 2009

## COVAPANYA Results

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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### 1. Introduction

On 10 August 2009, Committee members and ordinary members of COVAPANYA invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
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2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

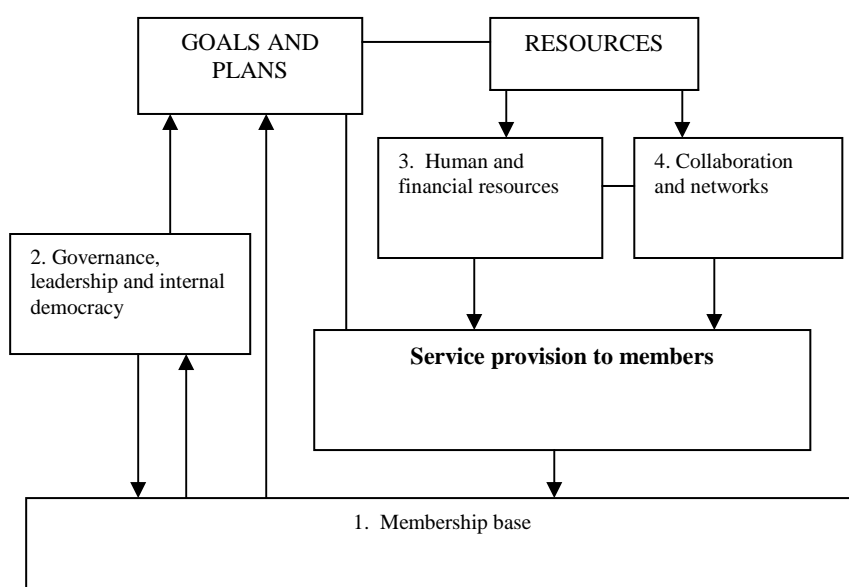
The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc). If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, COVAPANYA roughly perceive themselves.



## 2. The mirror: overall overview of the results

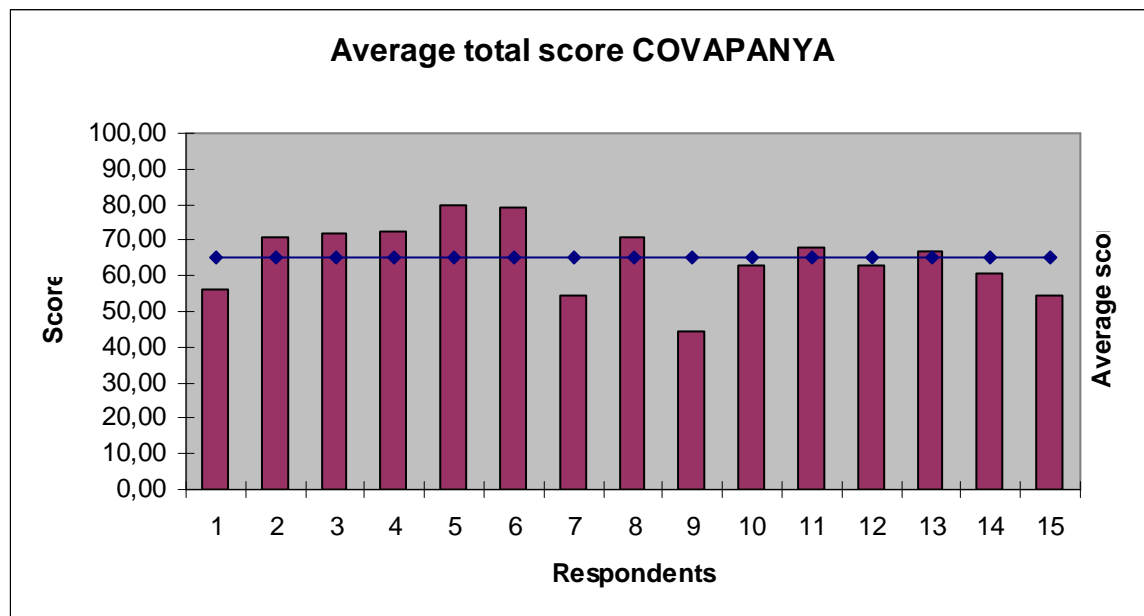
### 2.1. Total average scores

After data entry, it appears that the members of COVAPANYA gave an average score of 65%.

This is a medium average score. The individual total scores ranged from 44 to 80% as is shown in figure 1.

This high variation may indicate two things: (i) members may have a huge disagreement over the performance of their cooperative or (ii) or simply, some participants severely and critically score against their cooperative whereas others do't. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

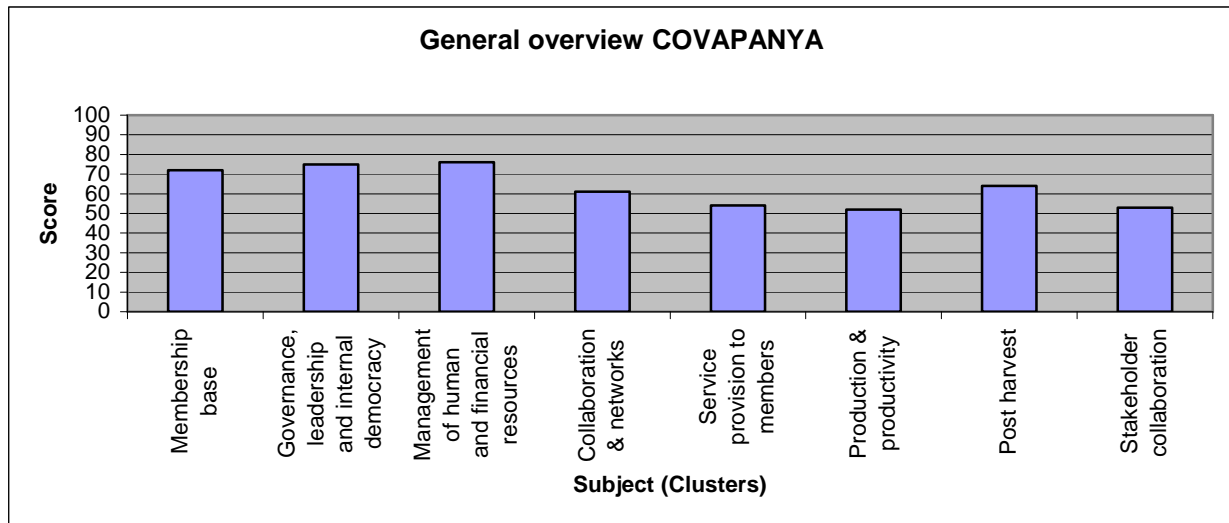
Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

Figure 2



#### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters' scores range between 52% and 76 %. Meaning that the level of satisfaction is very high. this shows participants felt concerned with the performance in some aspects (clusters) in this cooperative. More concern is in services provision to members, production and productivity and stakeholder collaboration scoring around 50%.

Clusters	Results		
Membership base	72	😊	High score. Apparently not an area of high concern.
Governance, leadership and democracy	75	😊	High score. Not an area of very high concern
Management of human and financial resources	76	😊	The highest score. Not an area of concern
Collaboration and networks	61	😐	Around the average score, effort for improvement is needed.
Service provision to members	54	😞	Clearly one of the lowest scores. There seem to be some serious points of the highest concern
Production and productivity	52	😞	Clearly the lowest score. There seem to be some serious points of the highest concern
Production and productivity	64	😊	Average score. Some issues are likely to need further analysis and/or action
Stakeholder	53	😞	Clearly one of the lowest scores. There seem to be

collaboration			some serious points of the highest concern
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## 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 69%. The average score for the perception of agribusiness development is lower: 56%.

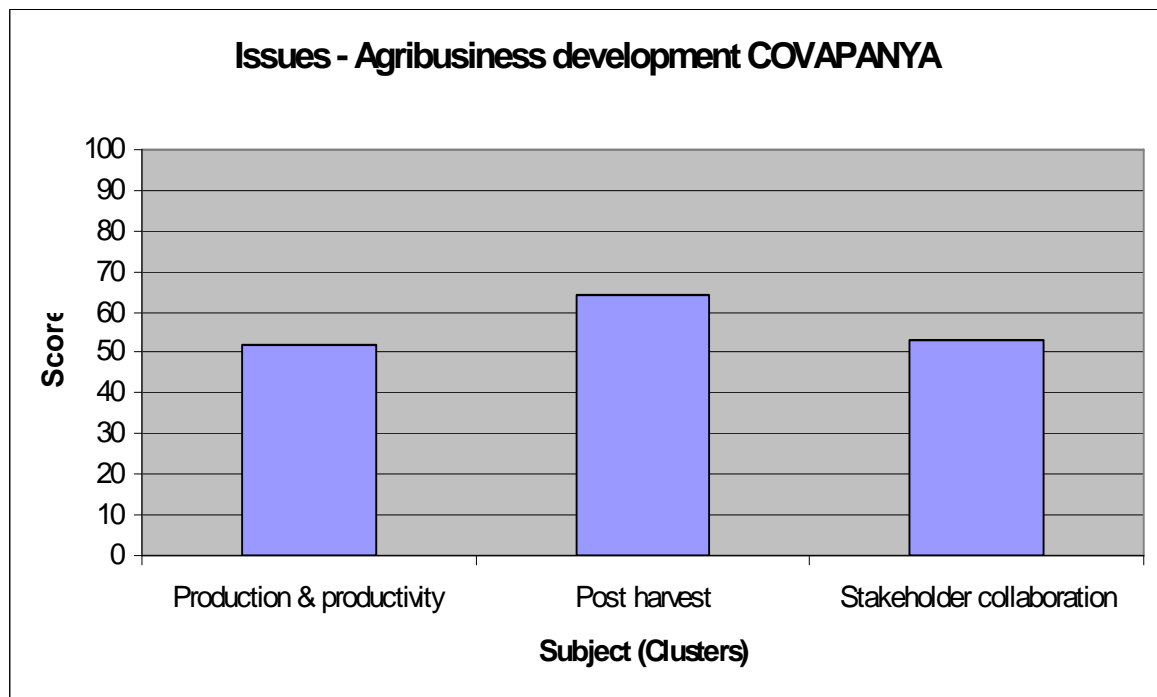
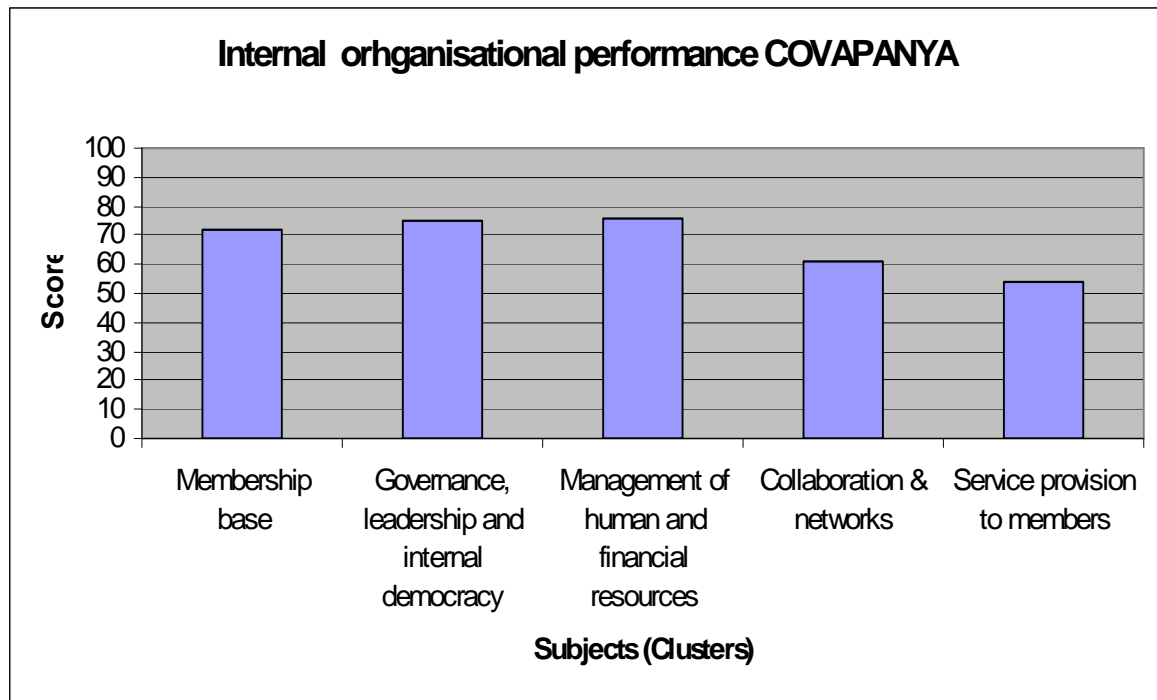
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	72	87	62	8
2. Governance, leadership and internal democracy	75	94	46	14
3. Management of human and Financial resources	76	92	62	9
4. Collaboration and networks	61	78	25	15
5. Service provision to members	54	69	33	10
<i>Perception of organizational performance</i>	69	81	56	8
6. Production and productivity	52	87	0	21
7. Post harvest activities	64	88	40	13
8. Stakeholder collaboration	56	71	11	17
<i>Perception of agribusiness development</i>	56	78	22	15
<b>TOTAL AVERAGE SCORE</b>	65	80	44	10

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like Governance, leadership and internal democracy the highest score is very high with 94% and the lowest score of this cluster is 46; and the standard deviation is 14. This may indicate that the level of internal agreement in this cooperative is very low especial as for the production and productivity the standard deviation is 21. In this case, some respondents probably lacked critical attitude. The level of agreement is of the internal organization performance is higher with 8 (of the standard deviation). An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically score one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of COVAPANYA in the staple food crops production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 69 % score higher in relation with the average of the general perception 65%. The clusters in agribusiness development with average of 56 score lower. However the difference between averages in these

cooperative is relatively small. This may mean that members of this cooperative still need to perform better especially in the agribusiness development aspects.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

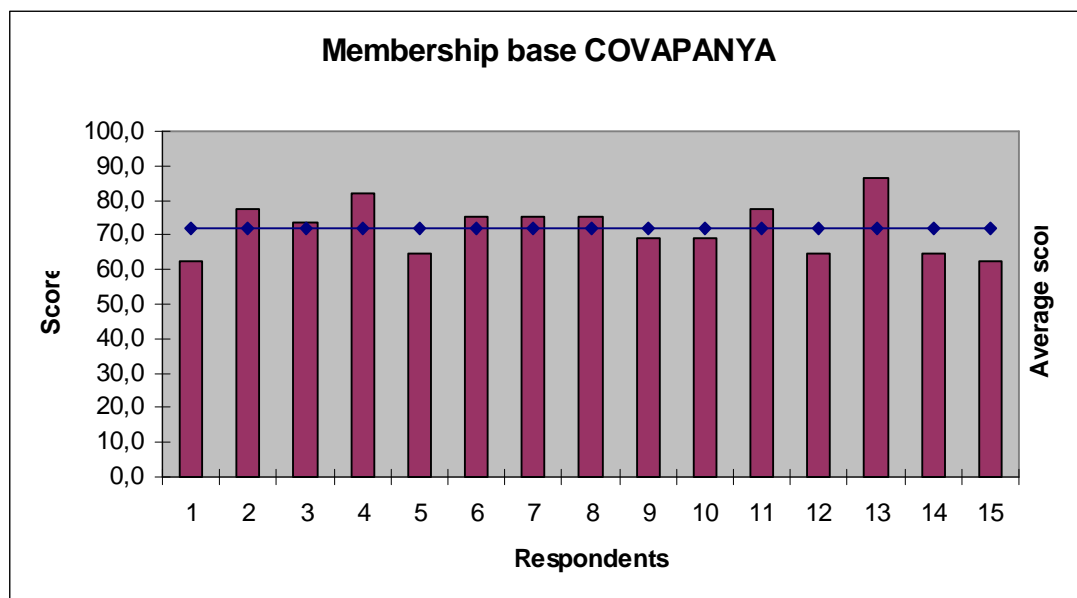
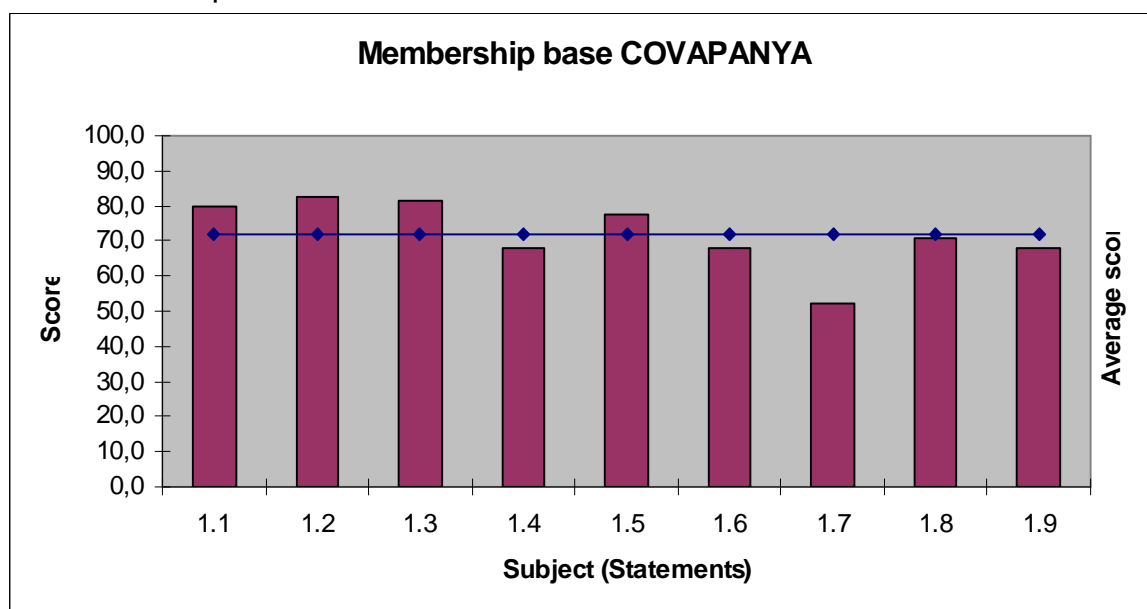


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of COVAPANYA:



Remarks: 1,4; 1,6; 1,7; 1,8; 1,9. questions:

Why:

All people who want to, can't be member of our cooperative?

Members don't know that you have a member register that is up-to-date?

The cooperative doesn't know how much land members have?

Don't all members actively participate in the activities of the organization?

, suggestions

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

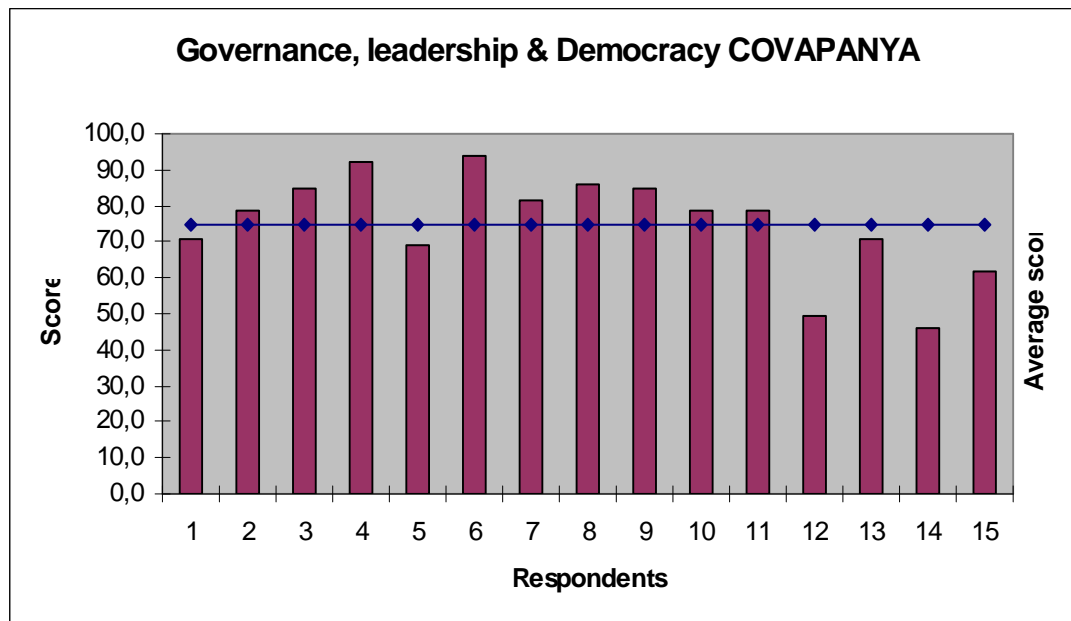
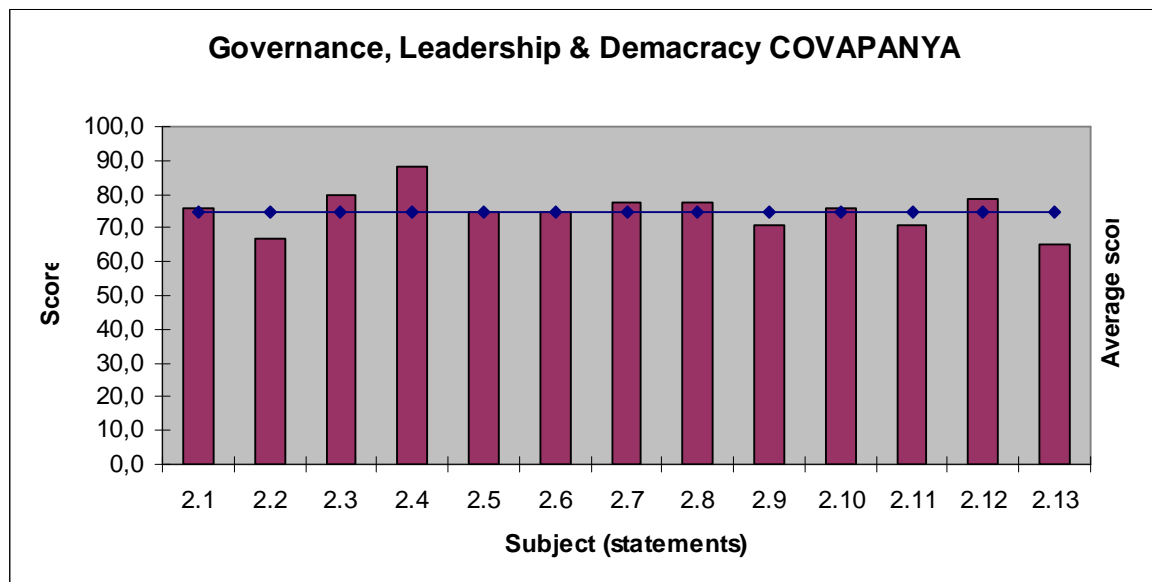


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of COVAPANYA:



Remarks: high average score issues in 2,2; 2,9; 2,11; and 2,13. questions why such a high average score? Suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

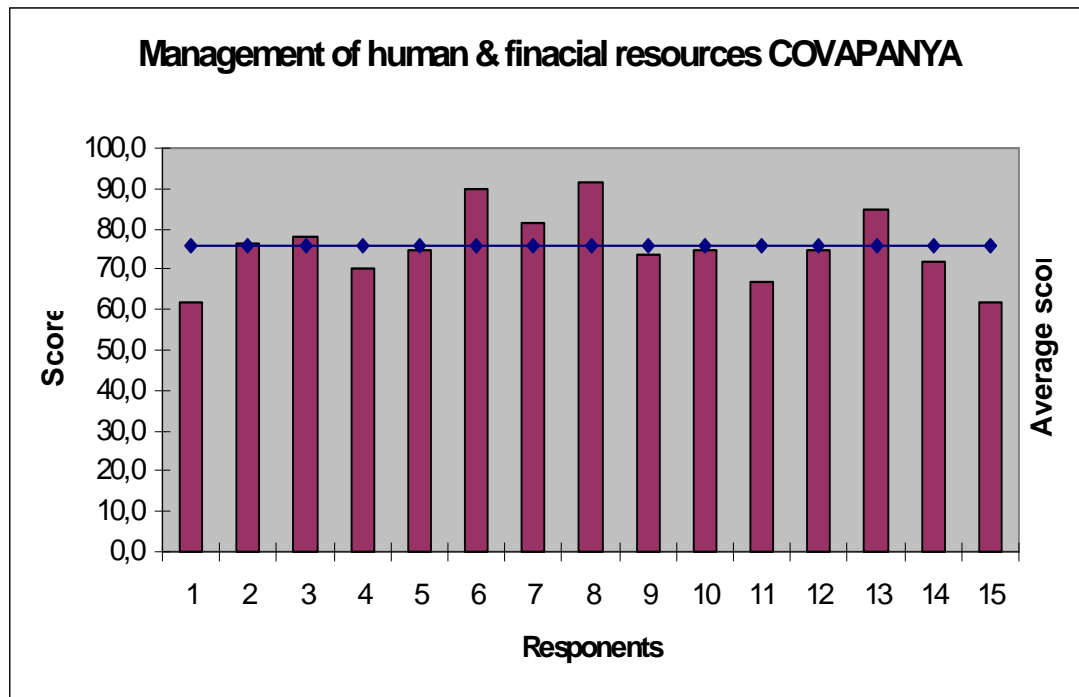
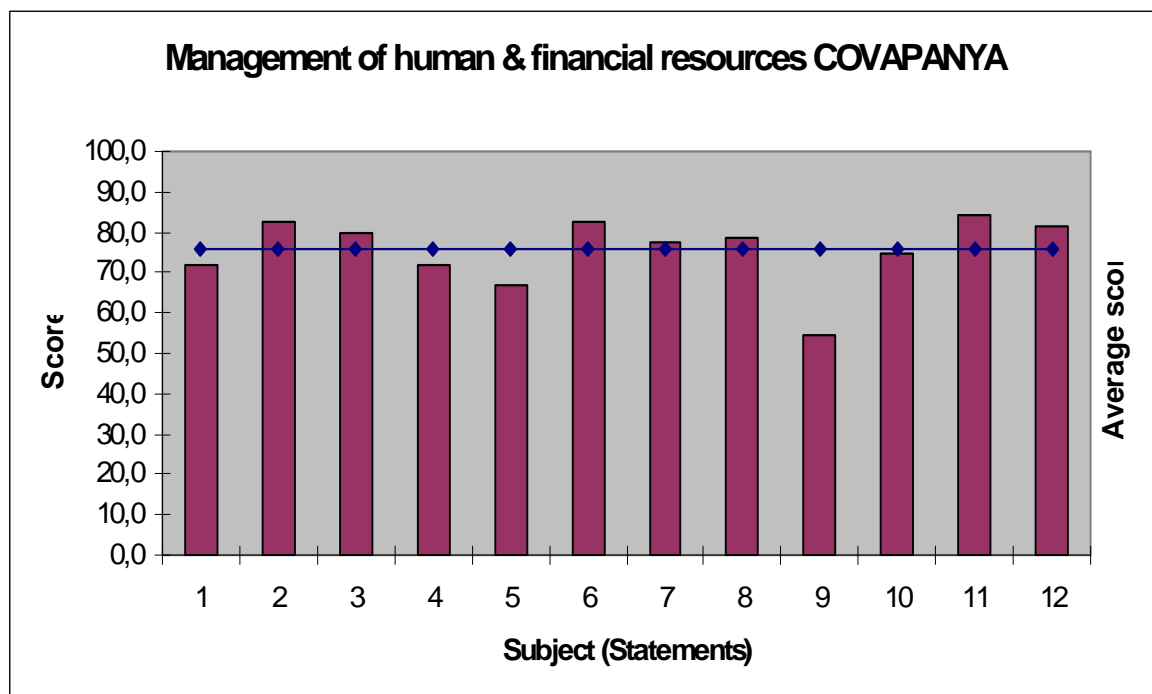


Figure 8 shows the scores for each statement :



Remarks: high average score: by relative low score in 4, 5, 9, and 10. questions why is 9 the lowest? Suggestions?

### 3.4. Collaboration and Networks

Figure 9

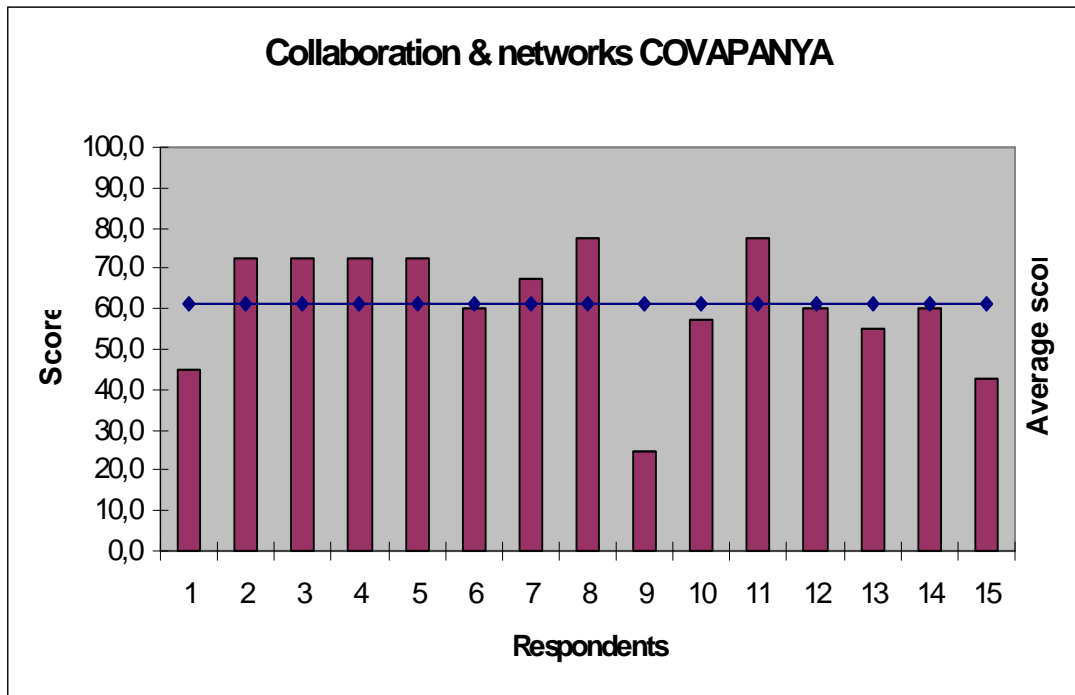
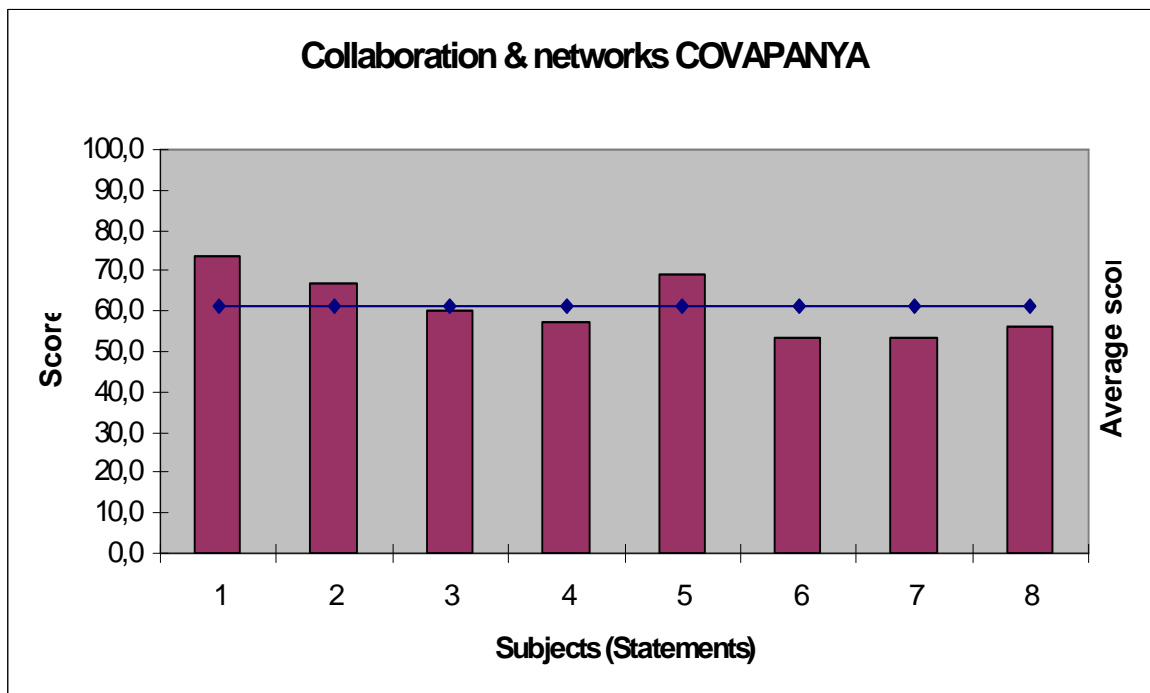


Figure 10



Remarks: low average score: below average 3, 4, 6, 7 and 8. questions why low average score mostly in 6, 7, and 8? Suggestions:



### 3.5. Service provision to members

Figure 11

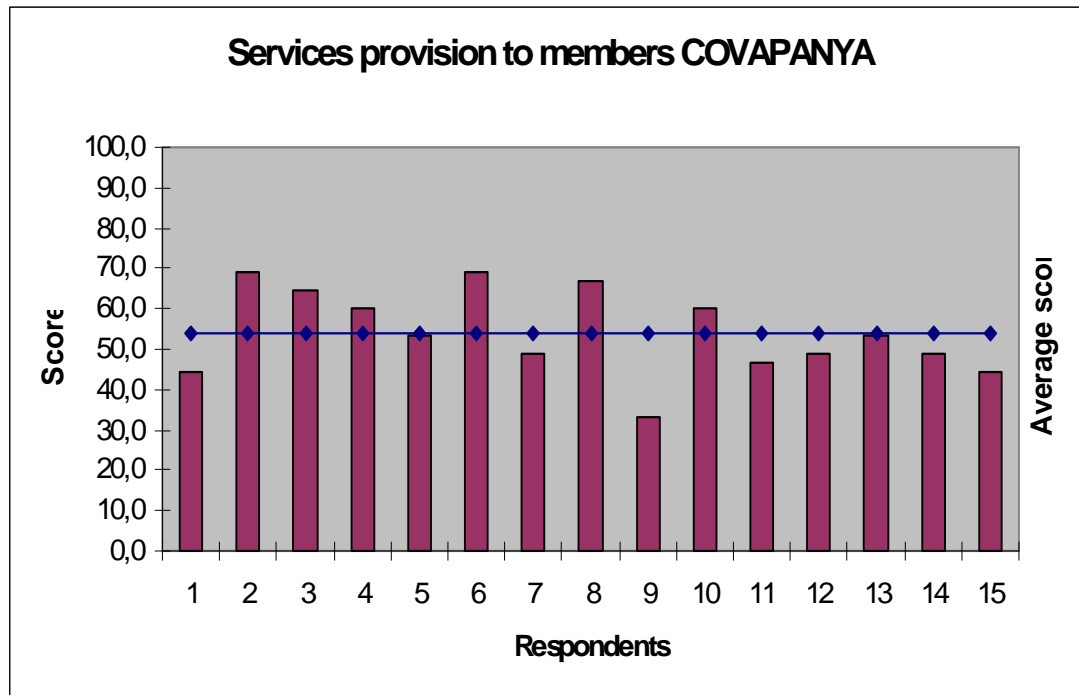
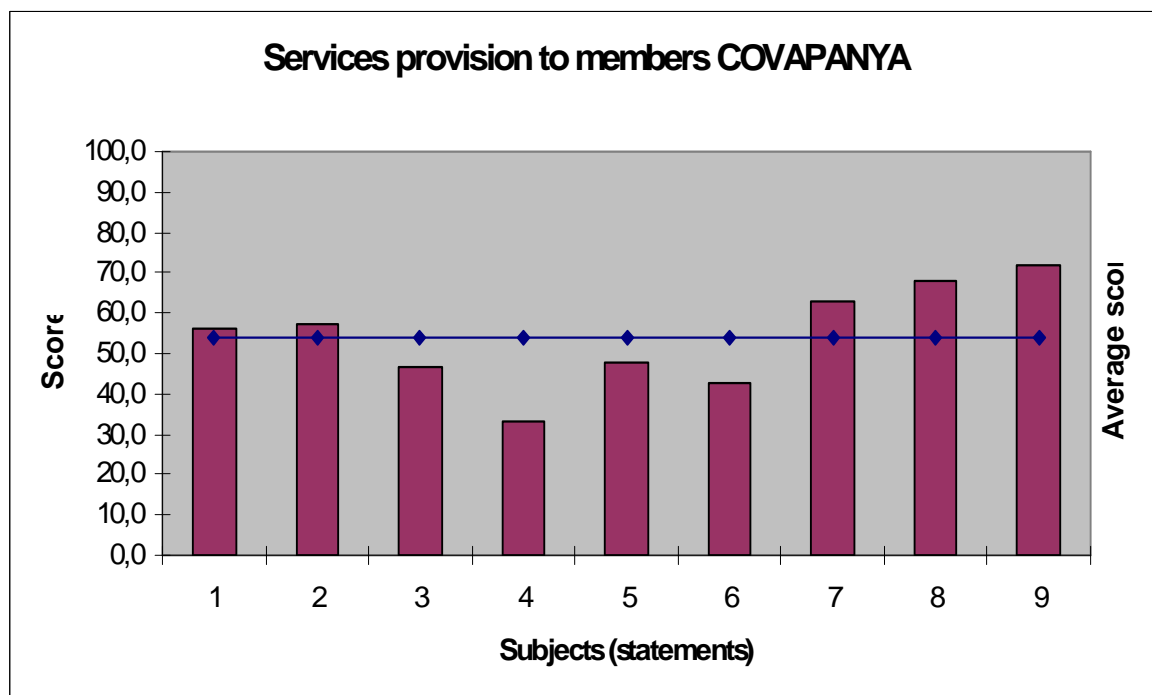


Figure 12



Remarks: low average score and more issues with 3, 4, 5, and 6. Questions: Why such problems? Suggestions:

#### 4. Perception of agribusiness development in staple food crops (cassava area)

##### 4.1. Production and productivity

Figure 13

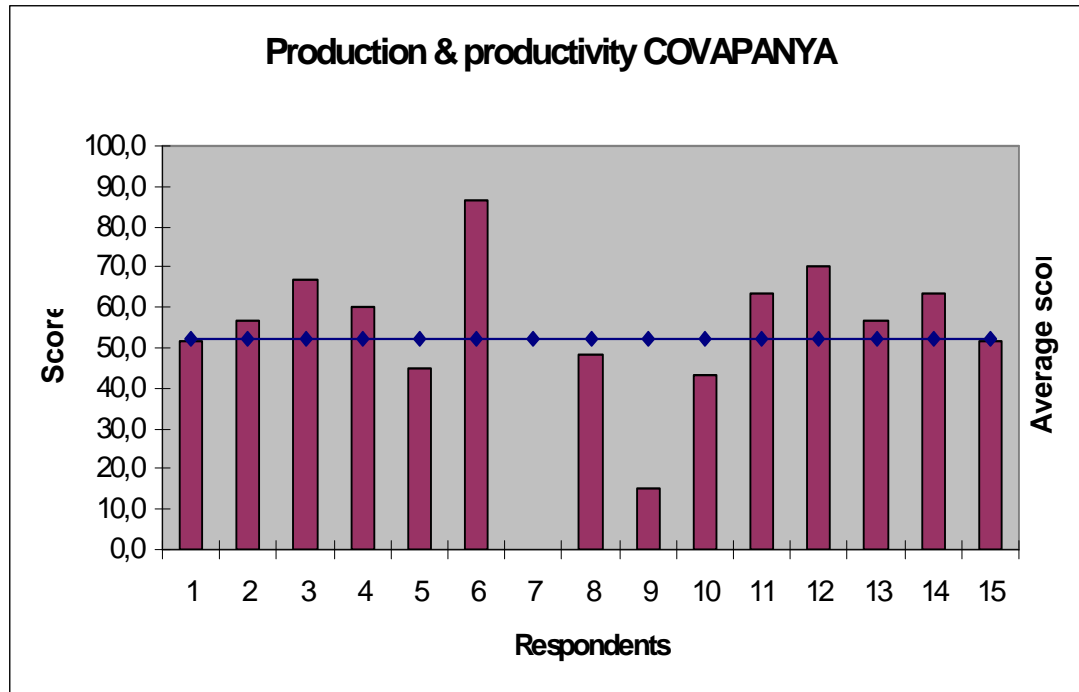
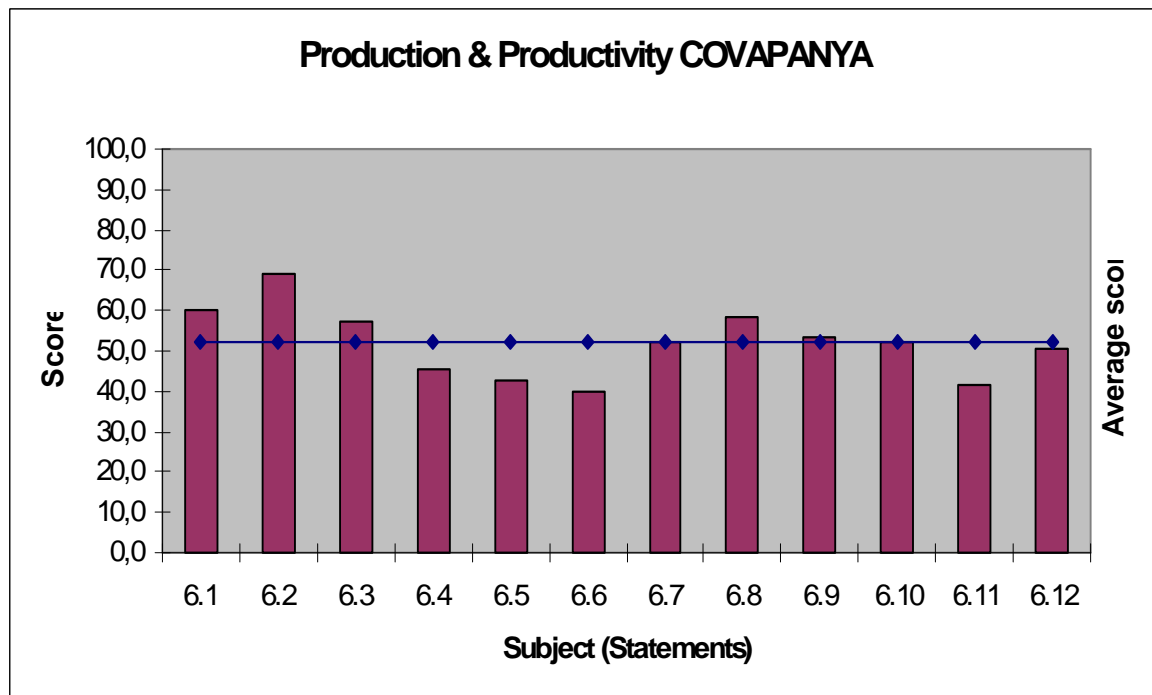


Figure 14



Remarks: low average score 4; 5; 6; 11 and 12. Questions: why general low score?  
suggestions:

#### 4.2. Post harvest activities

Figure 15

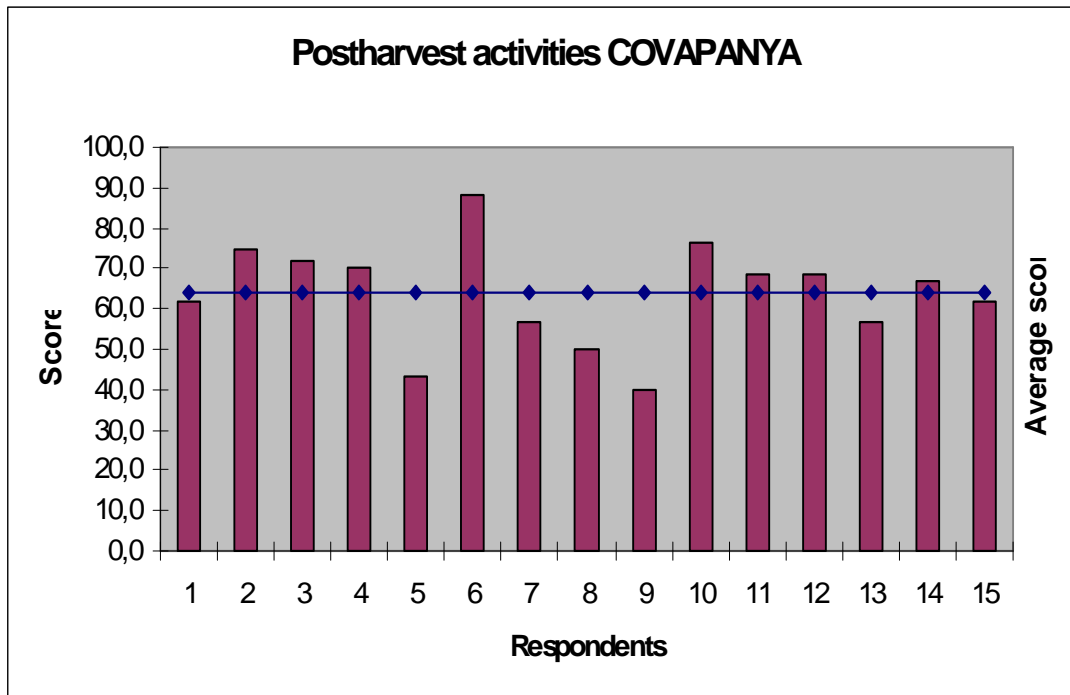
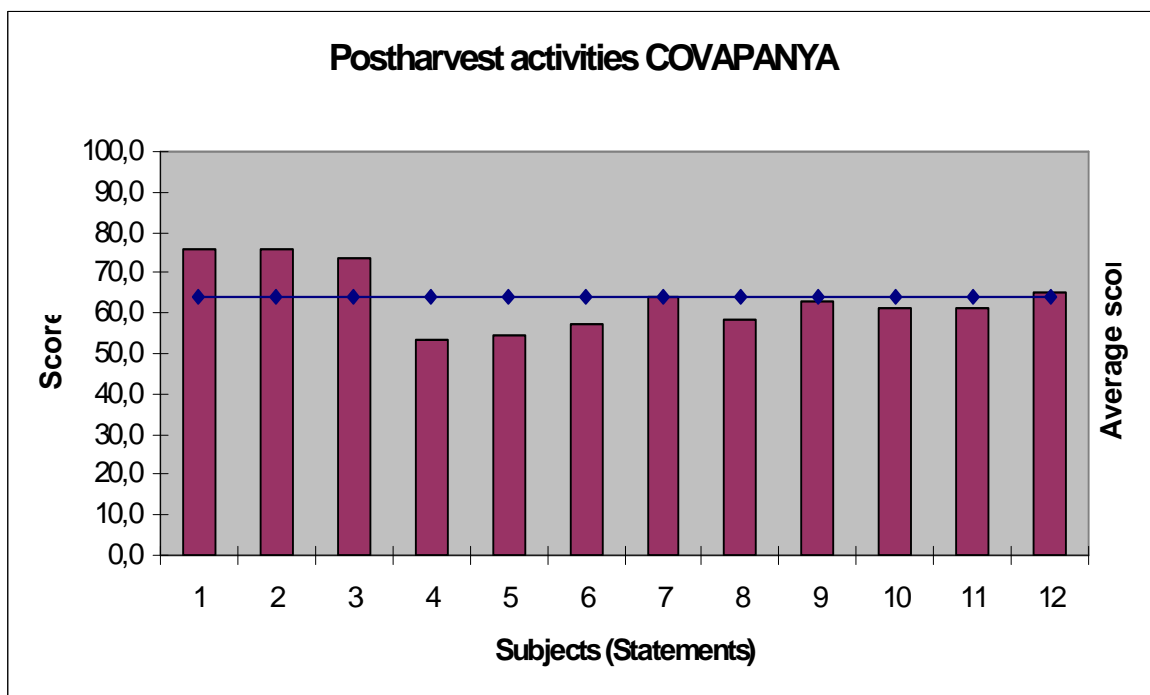


Figure 16



Remarks, not low nor high average score: but low in 4; 5; 6; 8; 9; 10 and 11 questions: Why 1, 2, 3 score the highest? Suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

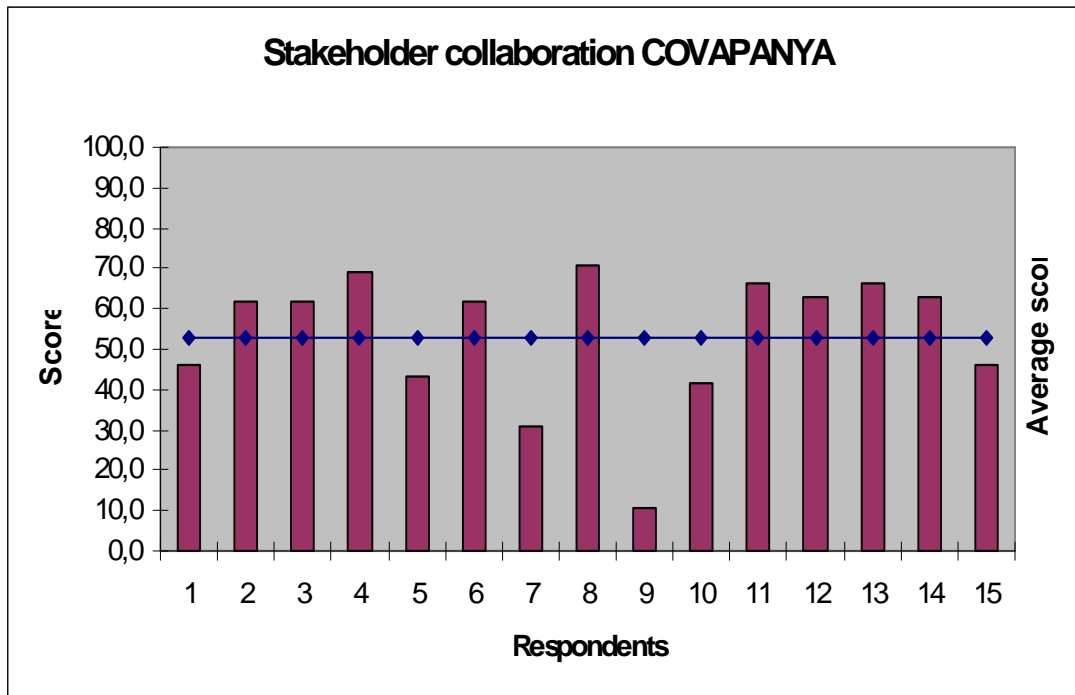
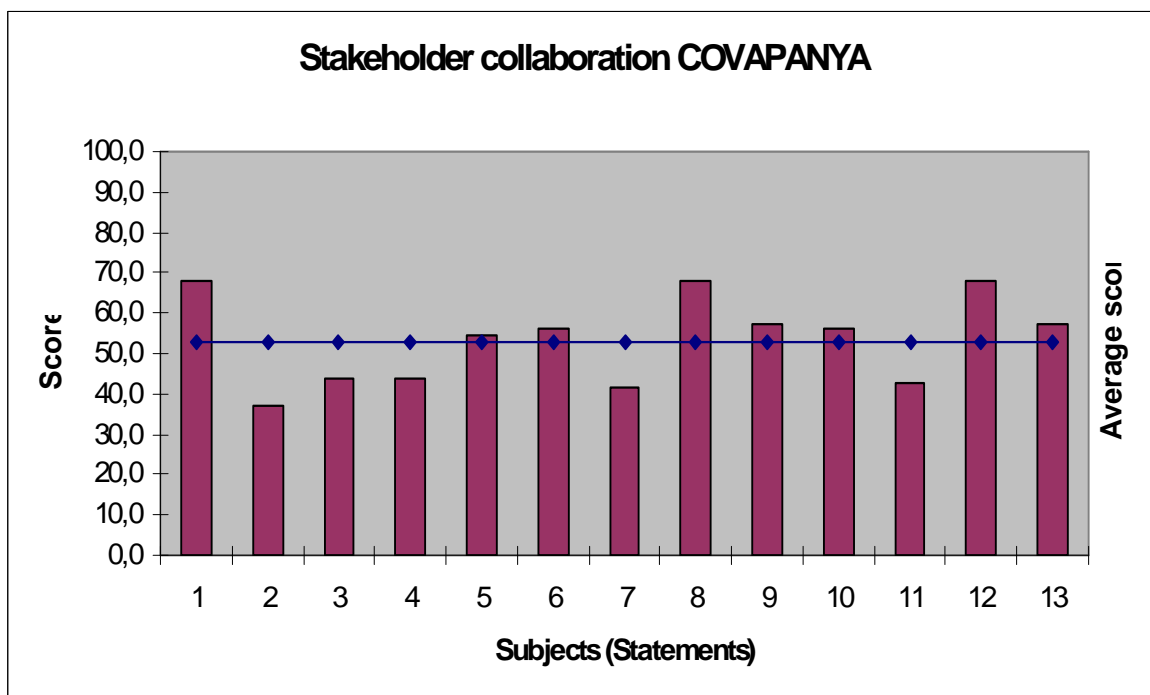


Figure 18



Remarks: low average score: much lower in 2; 3; 4; 7 and 11. Questions: why such a low performance? suggestions:

### 5. *In-depth analysis*

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

### 6. *Priorities*

According to the analysis, it seems that the mirror suggests that COVAPANYA farmers need to give priority attention to the following subjects :

....

General improved effort is needed.

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

## **2. 12 Cooperative COTERWA**

District: Bugesera

Commodity: Rice

Date of self-assessment: 4 Aug 2009

## COTERWA Results Summary

## LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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## 1. Introduction

On 4 August 2009, Committee members and ordinary members of COTERWA invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

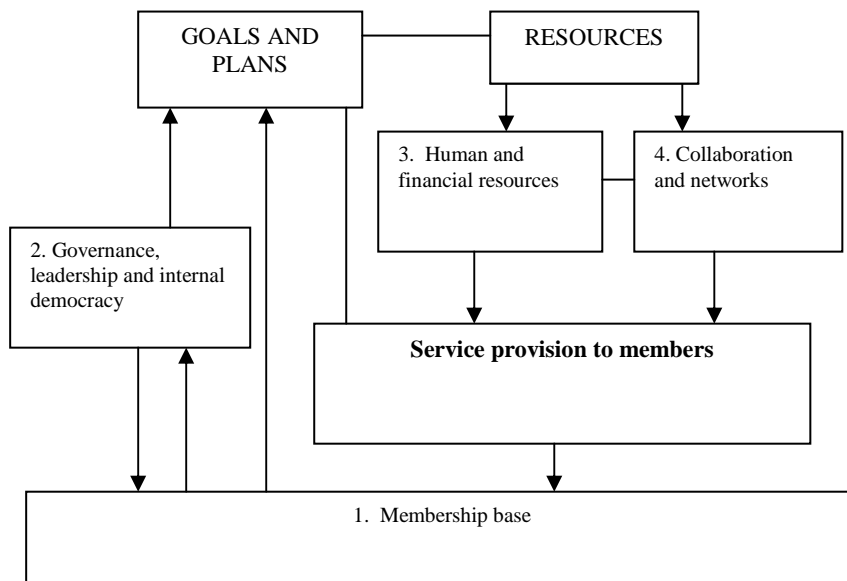
Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc).

If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of rice producing cooperative, COTERWA roughly perceive themselves.



## 2. The mirror: overall overview of the results

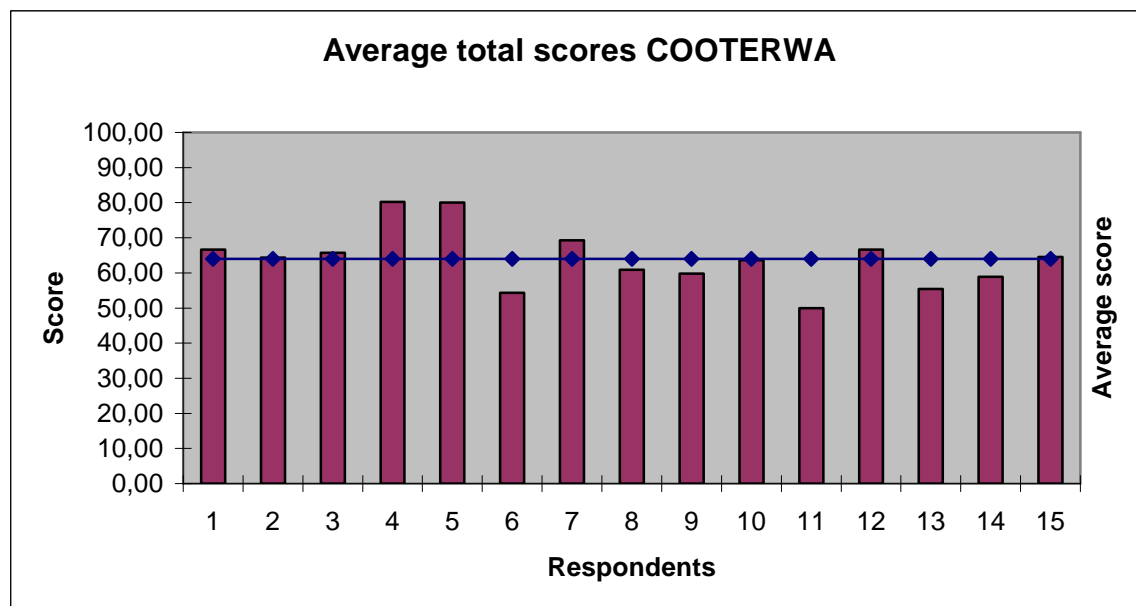
### 2.1. Total average scores

After data entry, it appears that the members of COTERWA gave an average score of 64%.

This is a medium average score. The individual total scores ranged from 50 to 80 % as is shown in figure 1.

This large variation may indicate two things: (i) there are quite important differences between the zones or (ii) participants are more or less severe in applying the scores. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

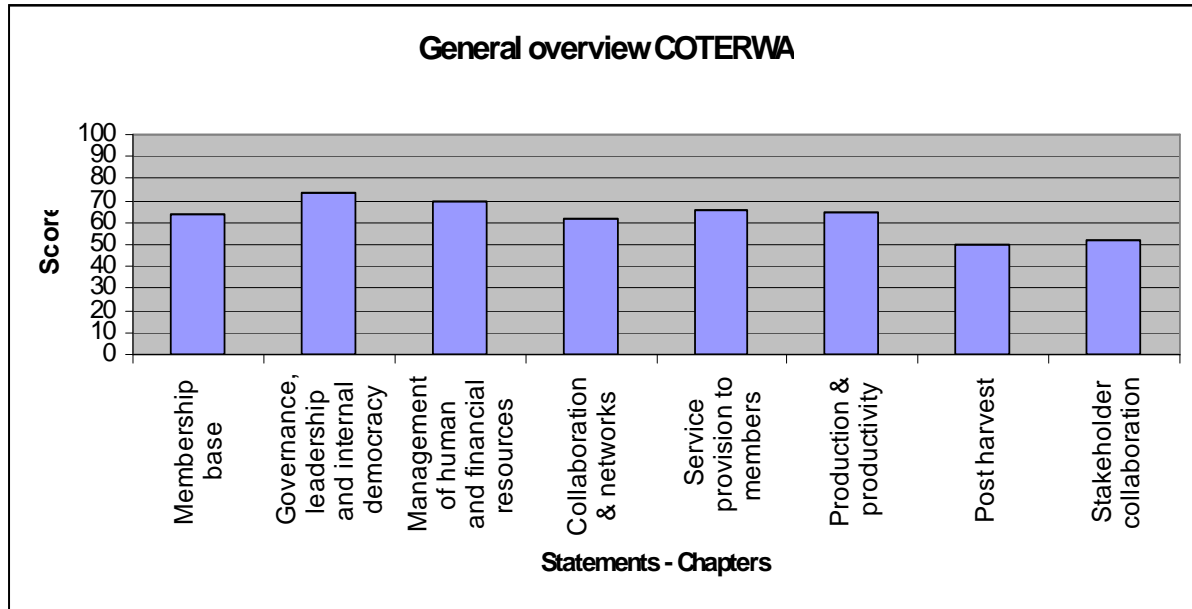
Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

Figure 2



### 2.4. The general picture that arises

In general terms, the image that is coming up is that two clusters: post harvest activities and stakeholder collaboration scored low around 50, below the average total score (64) of the COTERWA cooperative. Other clusters scored around and above the average. This may briefly indicate that internal organization performs well while the agribusiness development still needs more efforts.

Clusters	Results		
<i>Membership base</i>	64	☹	Average score where there is room for improvement
<i>Governance, leadership and democracy</i>	74	😊	<i>The highest score. Not an area of concern</i>
Management of human and financial resources	70	😊	High score. <i>Not an area of very high concern.</i>
<i>Collaboration and networks</i>	62	☹	This is still within the range of average score where there is room for improvement High score.
Service provision to members	66	☹	This is still within the range of average score where there is room for improvement
Production and productivity	65	☹	This is still within the range of average score where there is room for improvement High score.

Post harvest activities	50	☹	Clearly the lowest score. There seem to be some serious points of the highest concern.
Stakeholder collaboration	52	☹	Low score. Some issues are likely to need further analysis and/or action

### 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 68%. The average score for the perception of agribusiness development is lower: 56 %.

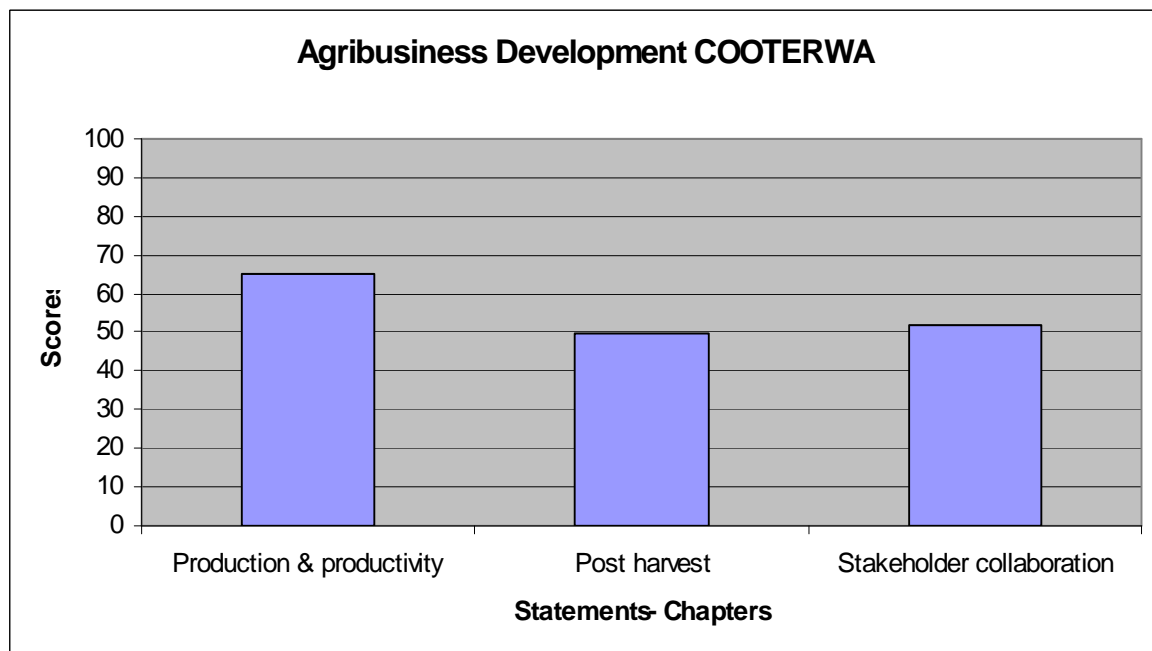
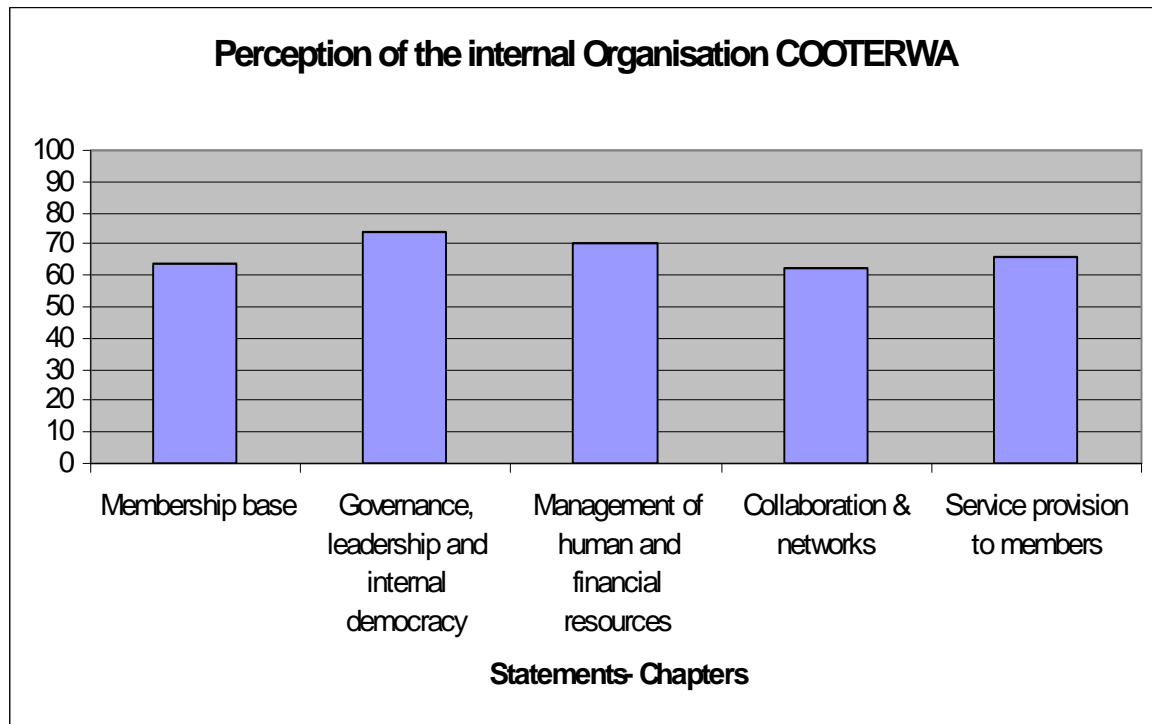
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	64	80	47	9
2. Governance, leadership and internal democracy	74	88	60	9
3. Management of human and Financial resources	70	87	57	9
4. Collaboration and networks	62	83	35	11
5. Service provision to members	66	80	53	7
<i>Perception of organizational performance</i>	68	82	56	8
6. Production and productivity	65	83	53	9
7. Post harvest activities	50	72	23	13
8. Stakeholder collaboration	52	77	29	13
<i>Perception of agribusiness development</i>	56	77	42	10
TOTAL AVERAGE SCORE	64	80	50	8

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like Governance, leadership and internal democracy, the highest score is very high with 88. However the lowest score of this cluster is 60 and the standard deviation is 9. There is not much difference in the internal agreement in this cluster. However in other clusters, as the standard deviation shows, the internal agreement is very low. (i) some respondents may have lacked critical attitude or (ii) some respondents may have looked at and considered their individual performance instead of considering the collective performance.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of COTERWA in staple food crops (rice production). This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 68 % score relatively equal in relation with the average of the general perception 64%. The clusters in agribusiness development with average of 56 score lower. This shows that the average of the internal organizational performance is relatively high compare with others.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

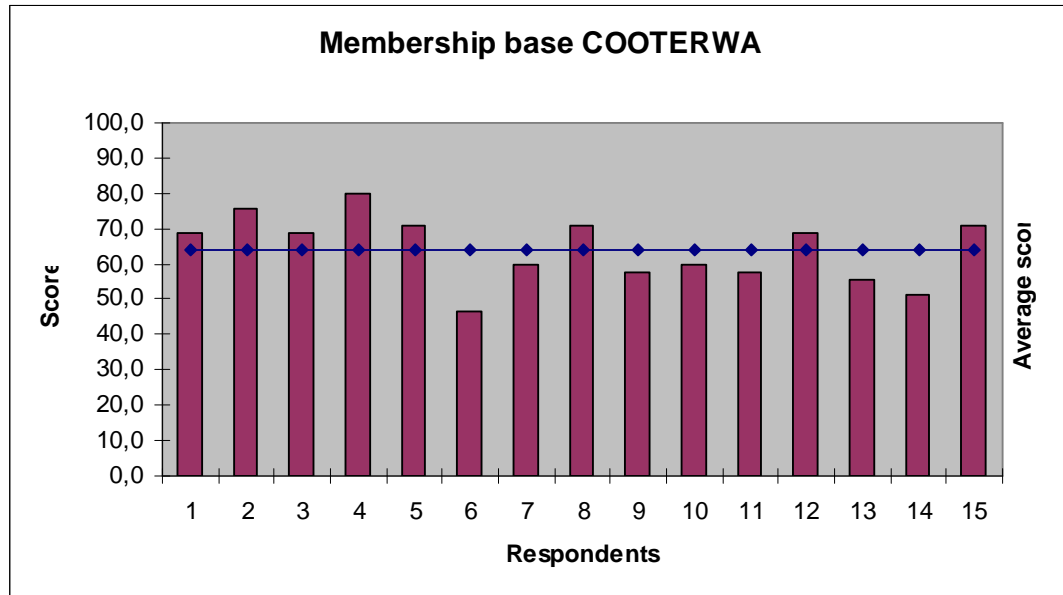
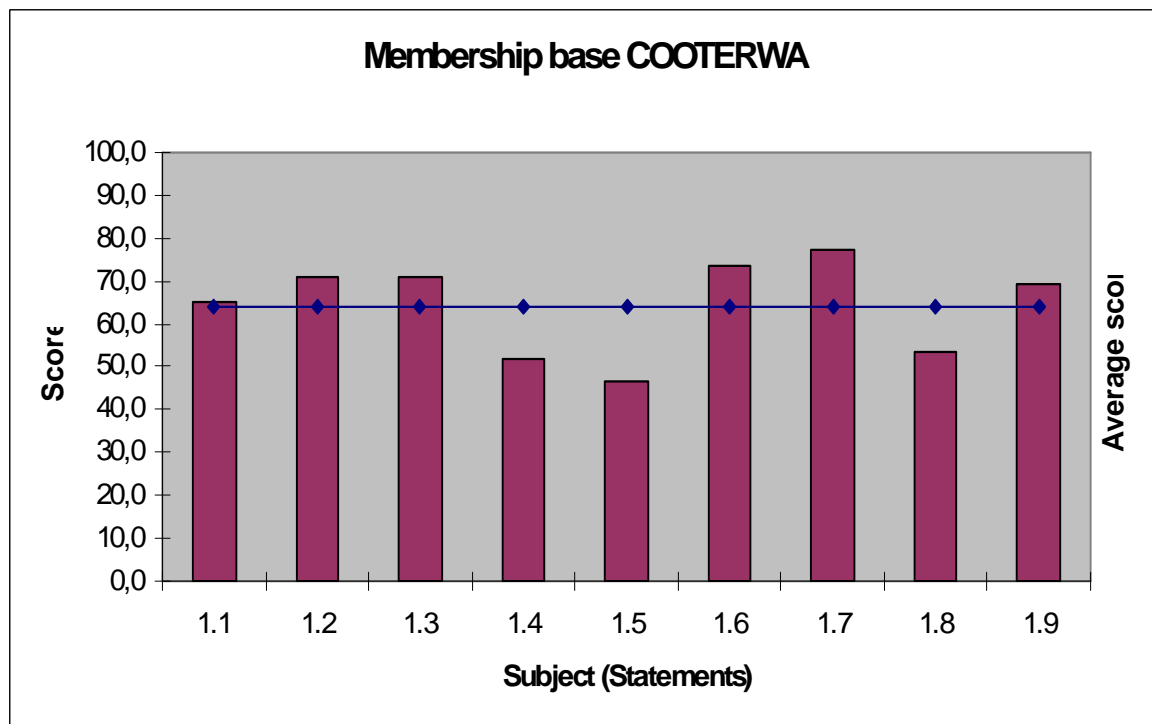


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of COTERWA:



Remarks: Issues of concern: 4; 5; and 8

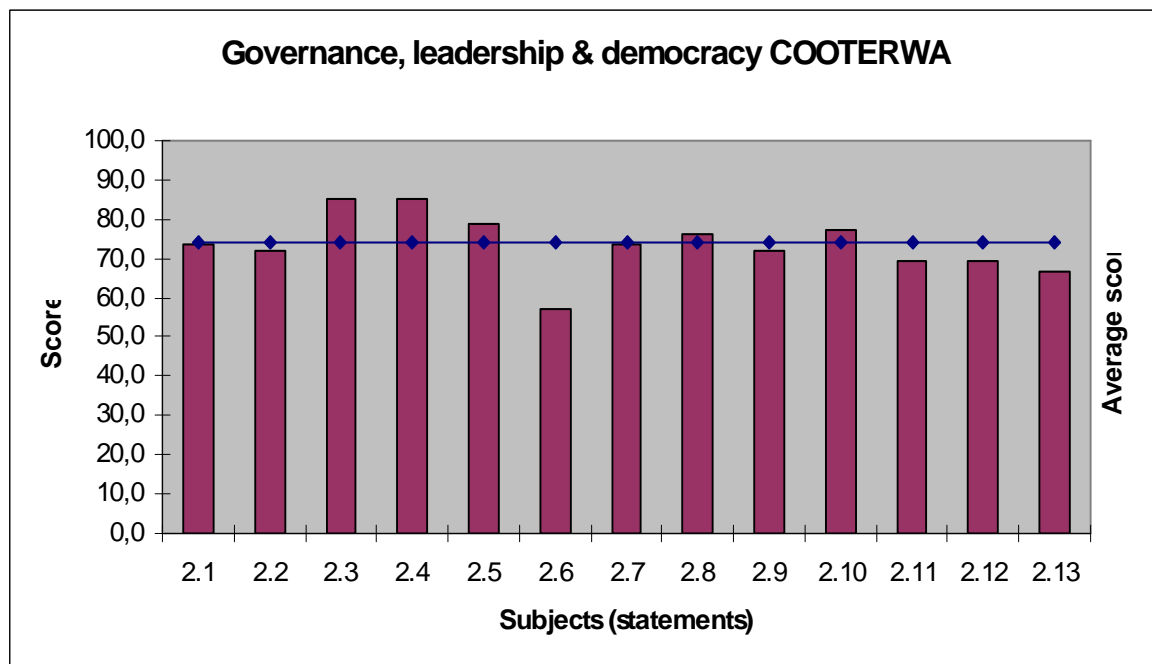
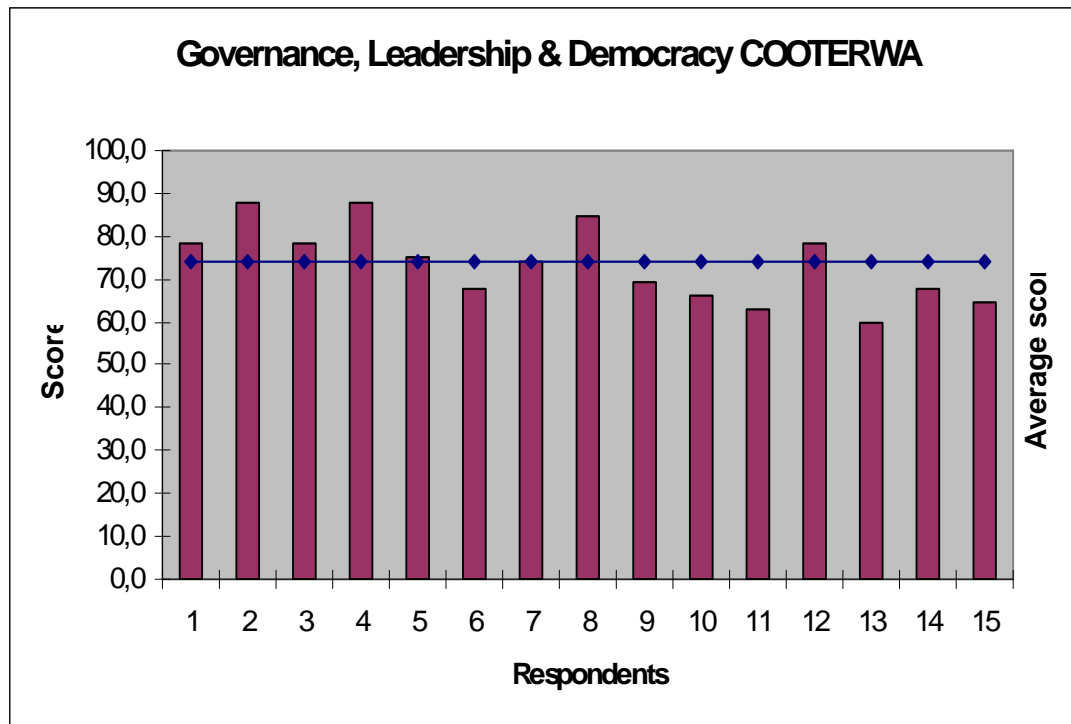
Questions: why such an score?

suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of COTERWA:



Remarks: high average score but Issues of discussion: 2; 6; 11; 12 and 13

Questions How to improve?

suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

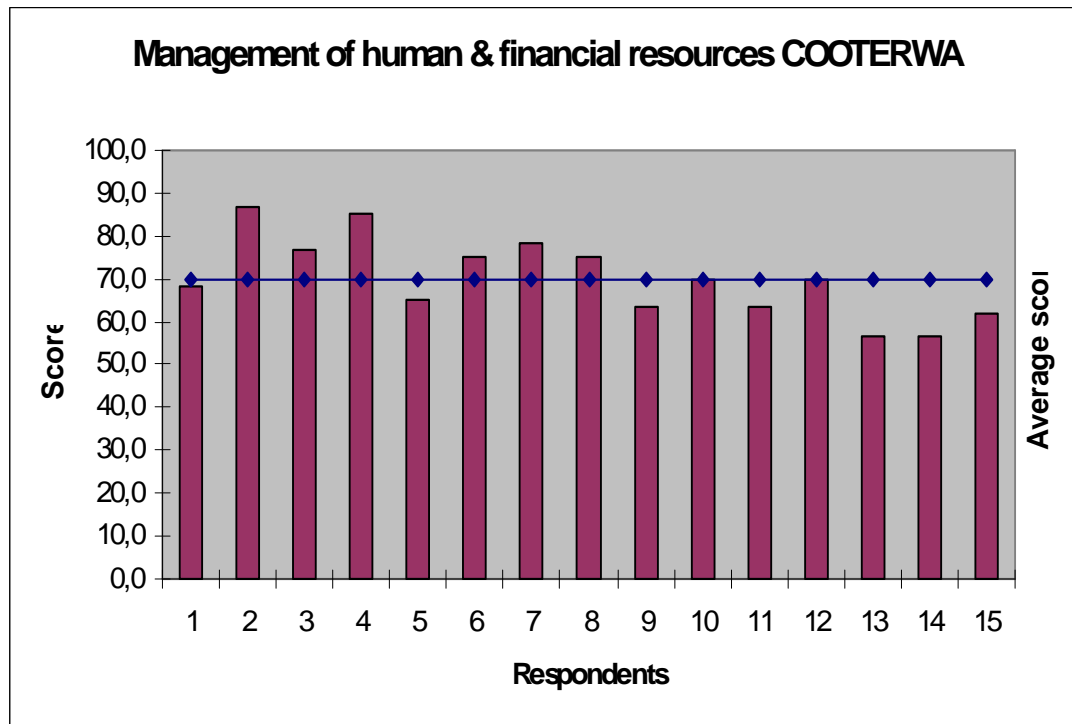
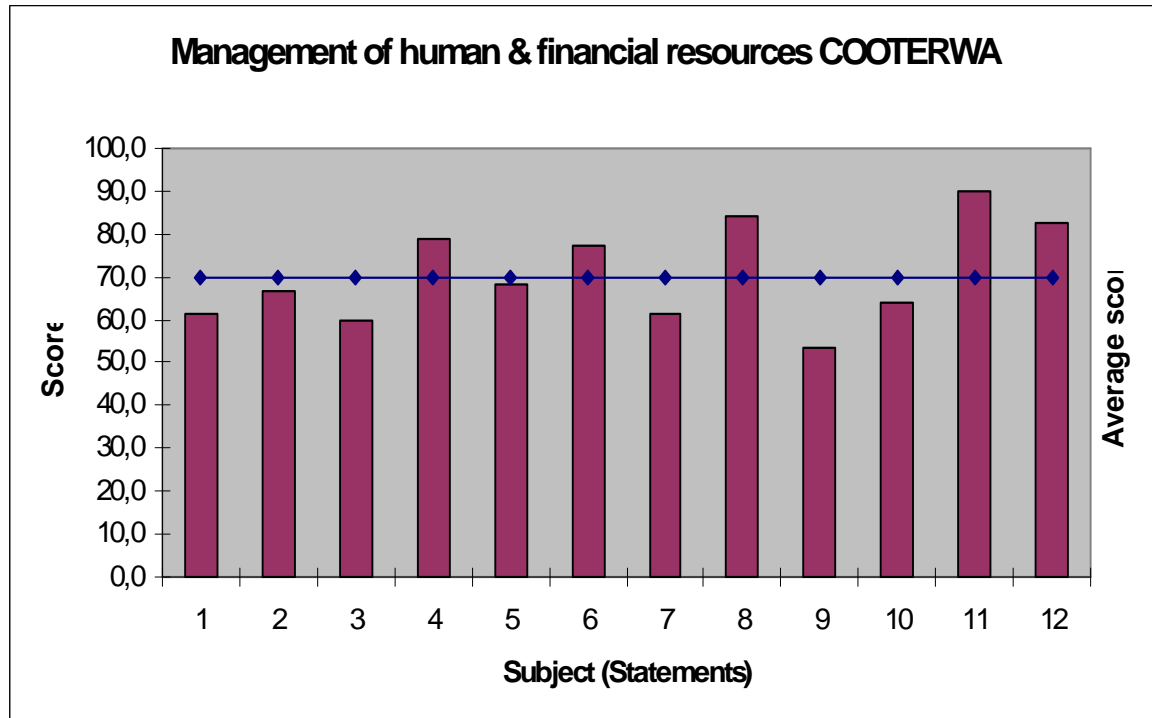


Figure 8 shows the scores for each statement :



Remarks: high average score; Issues of discussion: 1; 2; 3; 5; 7; 9; 10

Questions: why did 11 scored around 90?

suggestions:

### 3.4. Collaboration and Networks

Figure 9

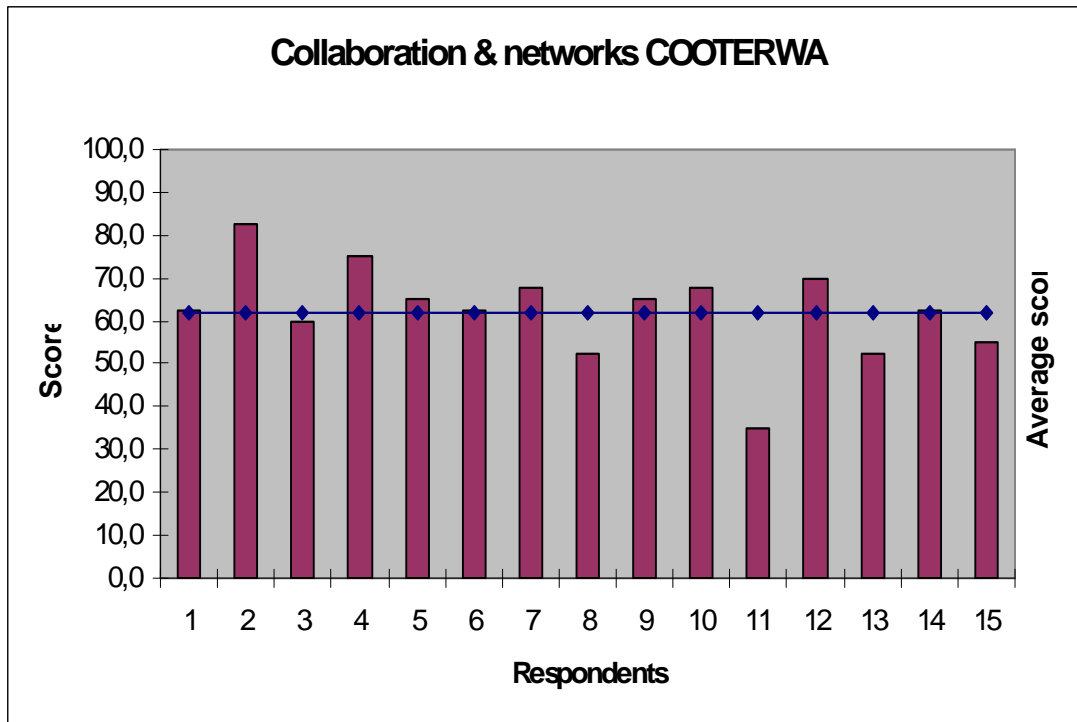
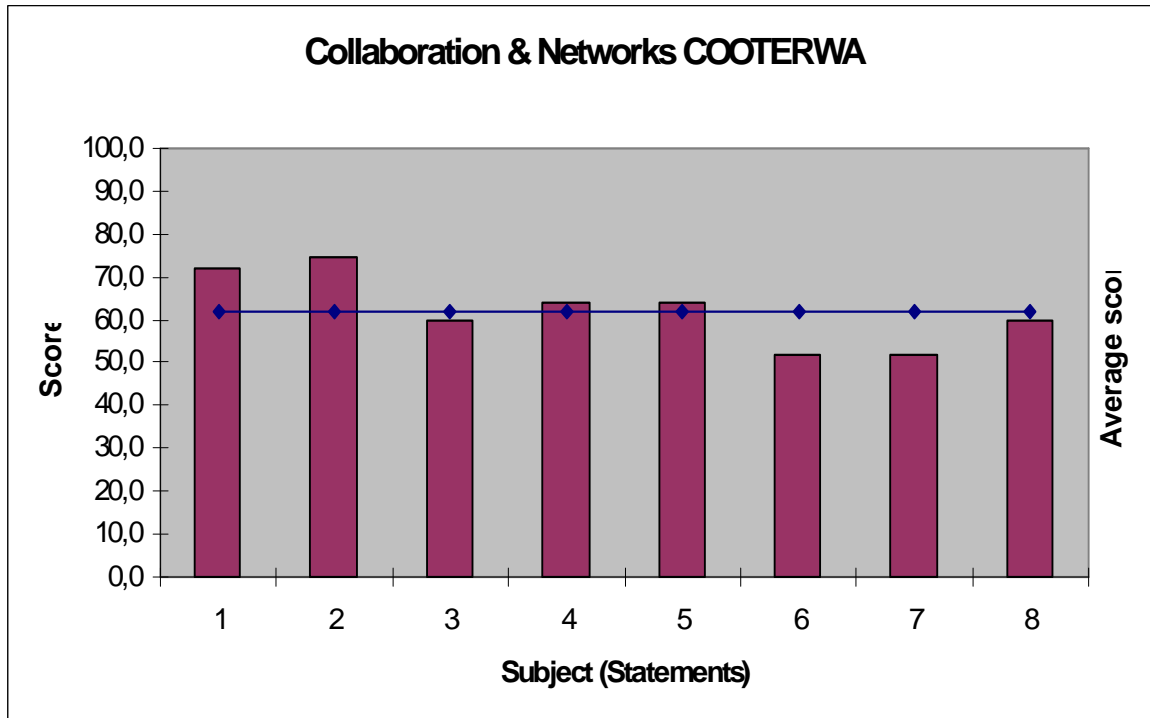


Figure 10



Remarks, relative medium average score; Issues of discussion: 3; 6; 7 and 8  
 Questions Why are members not very happy?  
 suggestions:



### 3.5. Service provision to members

Figure 11

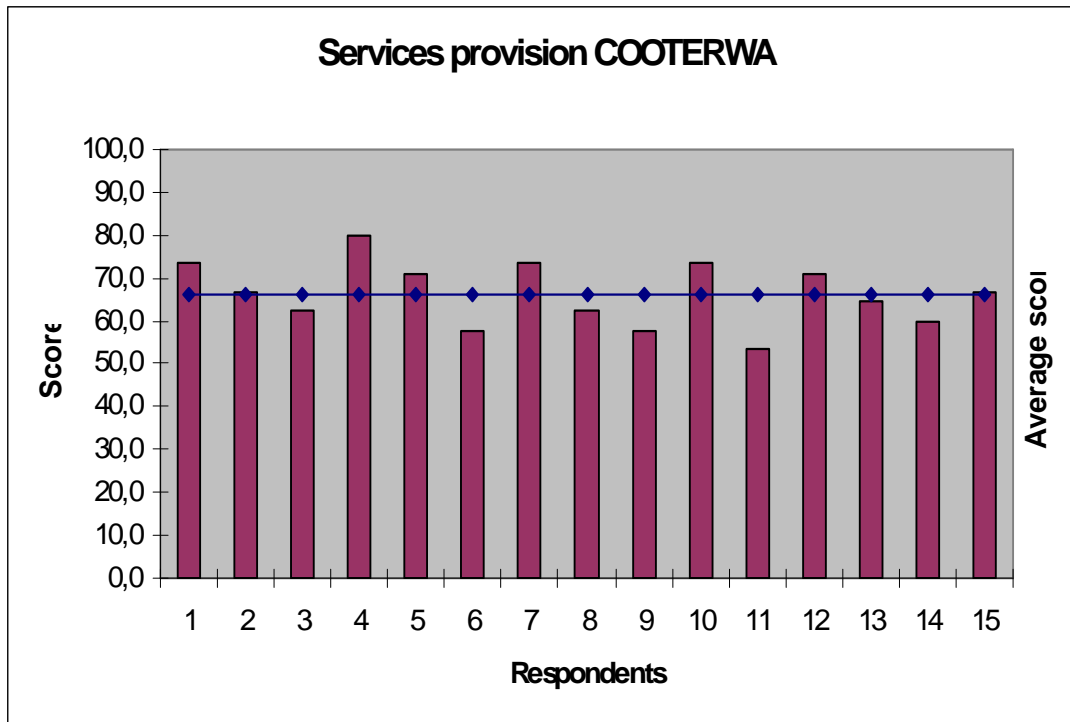
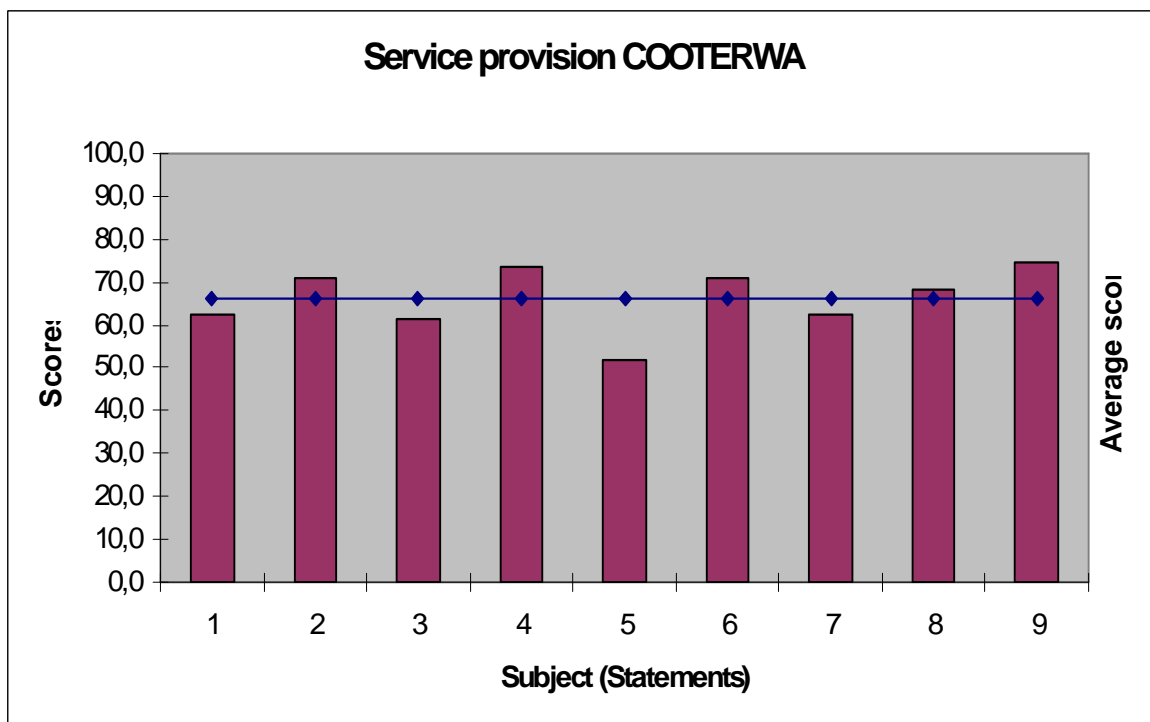


Figure 12



Remarks, Issues of discussion: 1; 3; 5; and 7

Questions: Why this score?

,suggestions:

#### 4. Perception of agribusiness development in Rice cluster

##### 4.1. Production and productivity

Figure 13

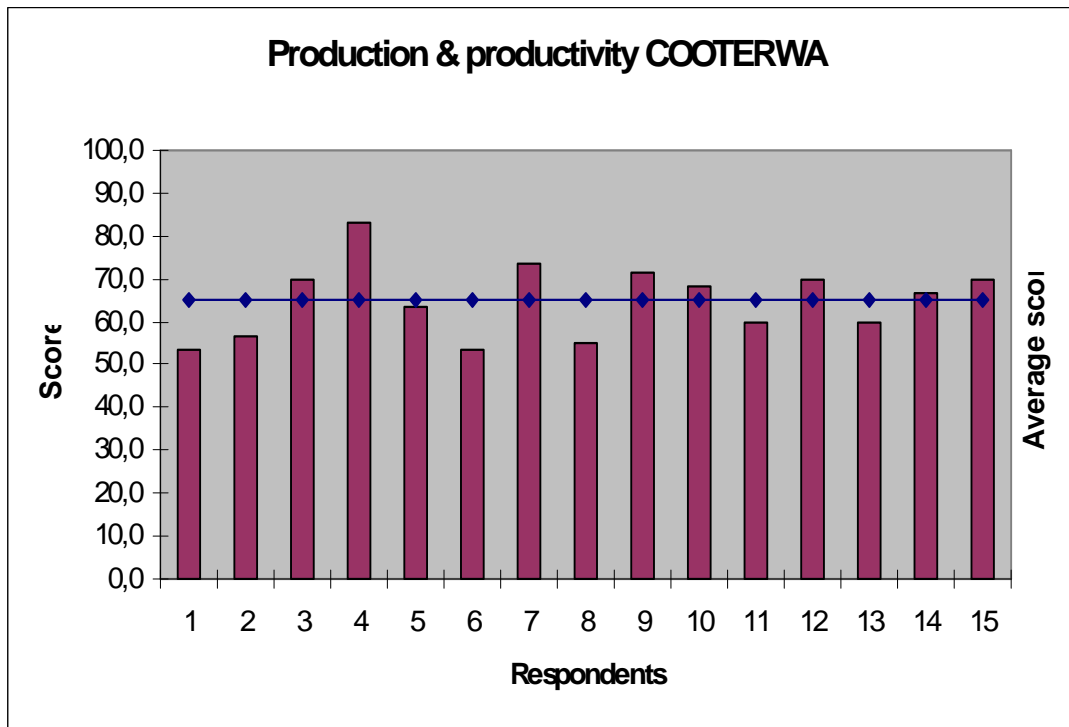
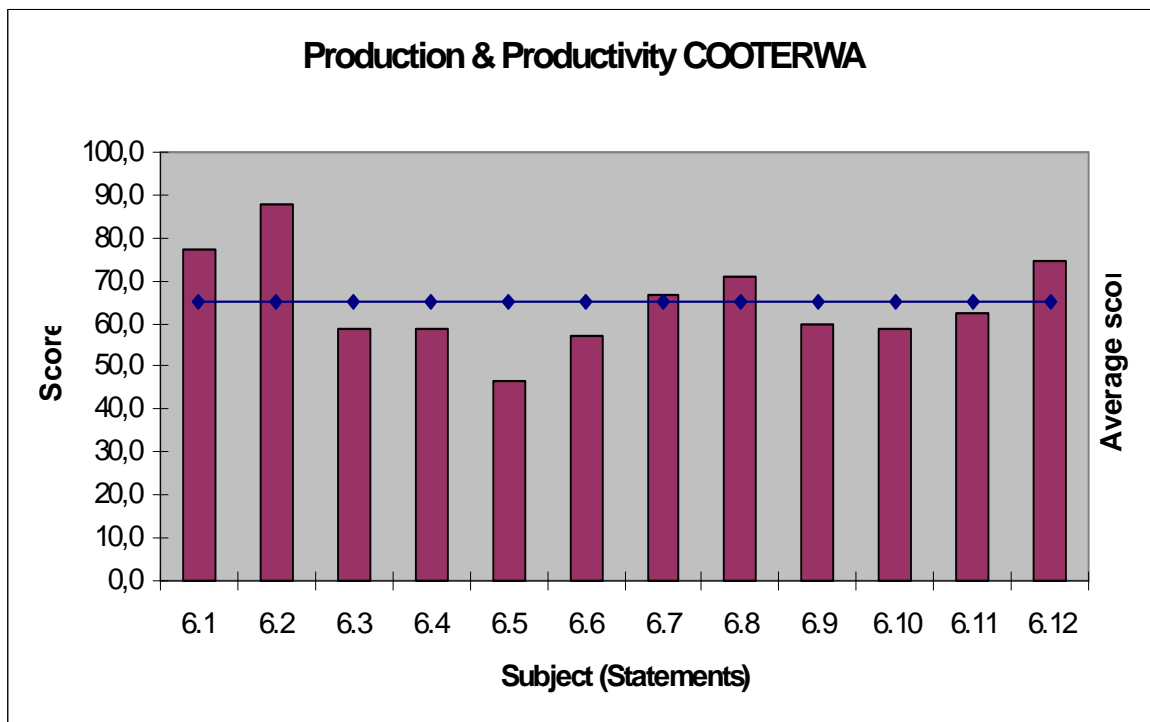


Figure 14



Remarks :Issues of discussion: 3; 4; 5; 6; 9; 10 and 11

Questions: why is 2 so high

suggestions:

#### 4.2. Post harvest activities

Figure 15

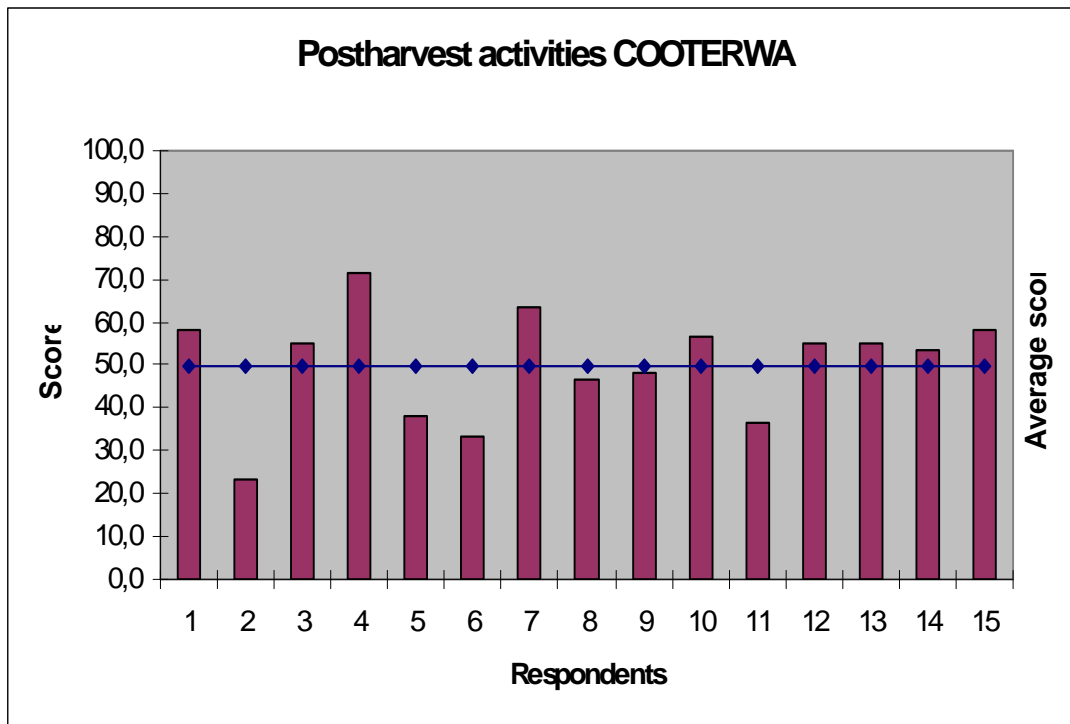
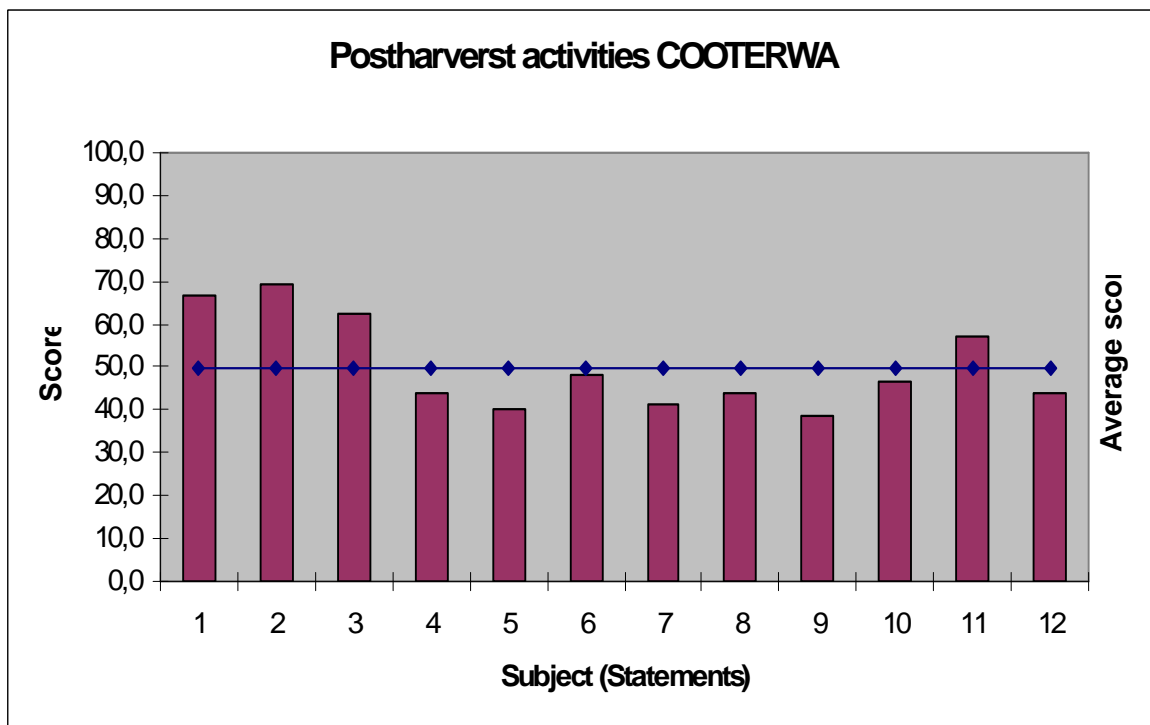


Figure 16



Remarks, low average score, specially Issues of discussion: 4; 5; 6; 7; 8; 9; 10; and 12 questions why so low average score?

suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

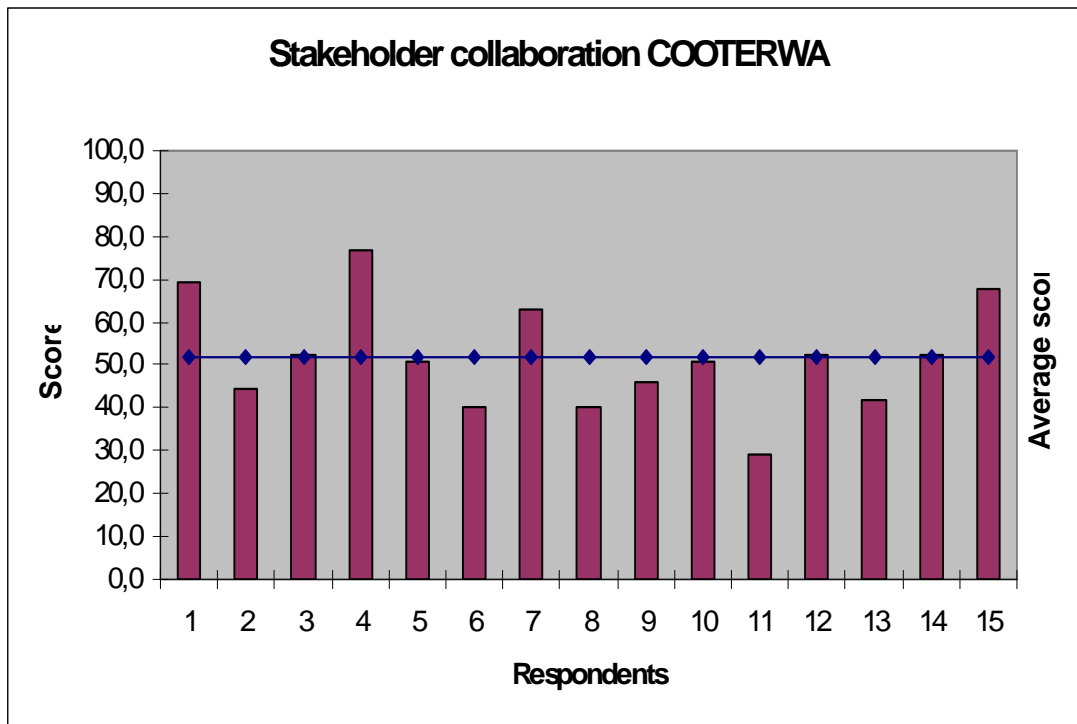
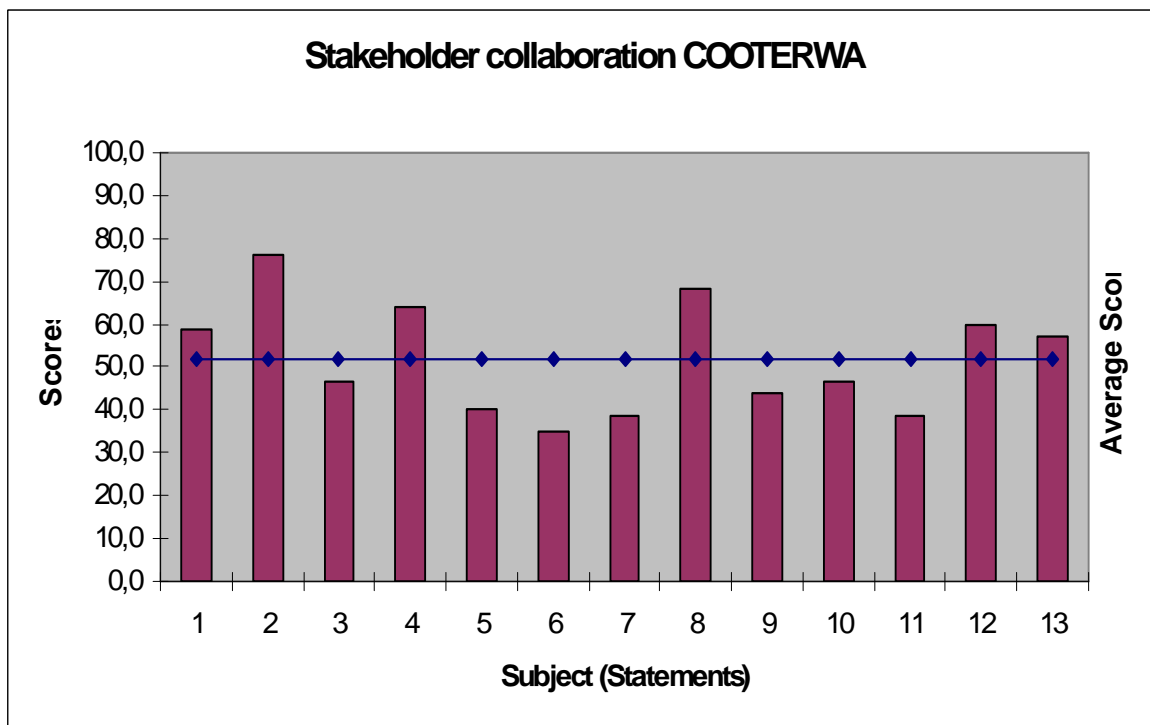


Figure 18



Remarks, low average score especially, Issues of discussion: 3; 5; 6; 7; 9; 10; and 11  
 Questions: Why so low average score?  
 suggestions:

### 5. *In-depth analysis*

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

### 6. *Priorities*

According to the analysis, it seems that the mirror suggests that COTERWA farmers need to give priority attention to the following subjects : post harvest activities and stakeholder collaboration

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

## 2.13 Cooperative CODERKA

District: Ruhango

Commodity: Rice

Date of self-assessment: 22 Jul 2009

## CODERIKA

## LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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  - 3.5. Service provision to members 217
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6. Priorities 221

## 1. Introduction

On 22 July 2009, Committee members and ordinary members of CODERIKA invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

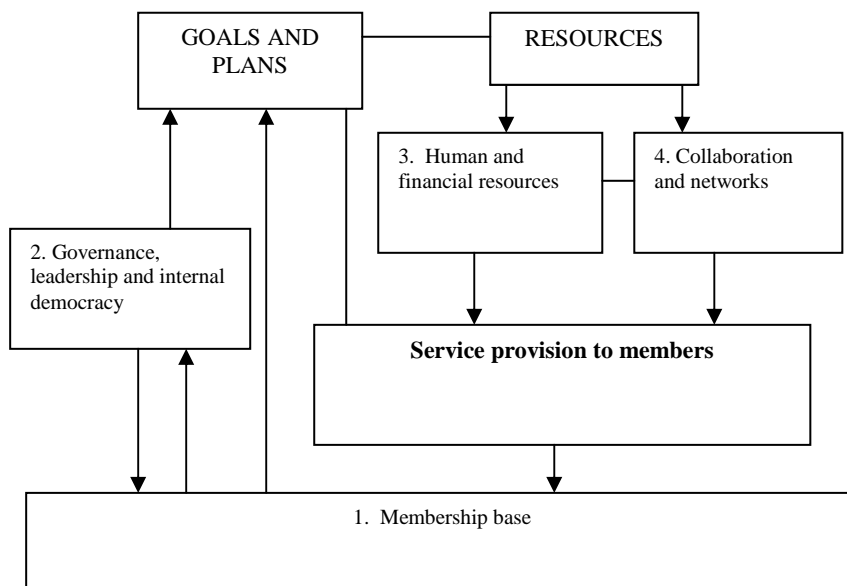
The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc). If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, CODERIKA roughly perceive themselves.



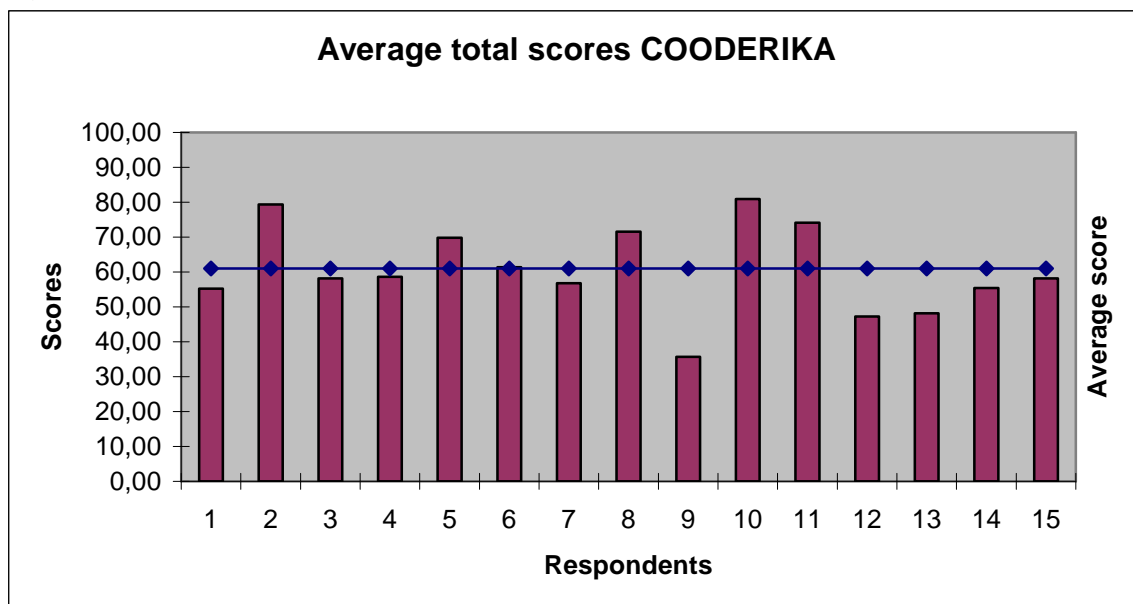
## 2. The mirror: overall overview of the results

### 2.1. Total average scores

After data entry, it appears that the members of Ituze gave an average score of 61%. This is a medium average score. The individual total scores ranged from 36 to 81% as is shown in figure 1.

This large variation may indicate two things: (i) there are quite important differences between the zones or (ii) participants are more, or less severe in applying the scores. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

Roughly speaking, scores can be interpreted as follows :

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

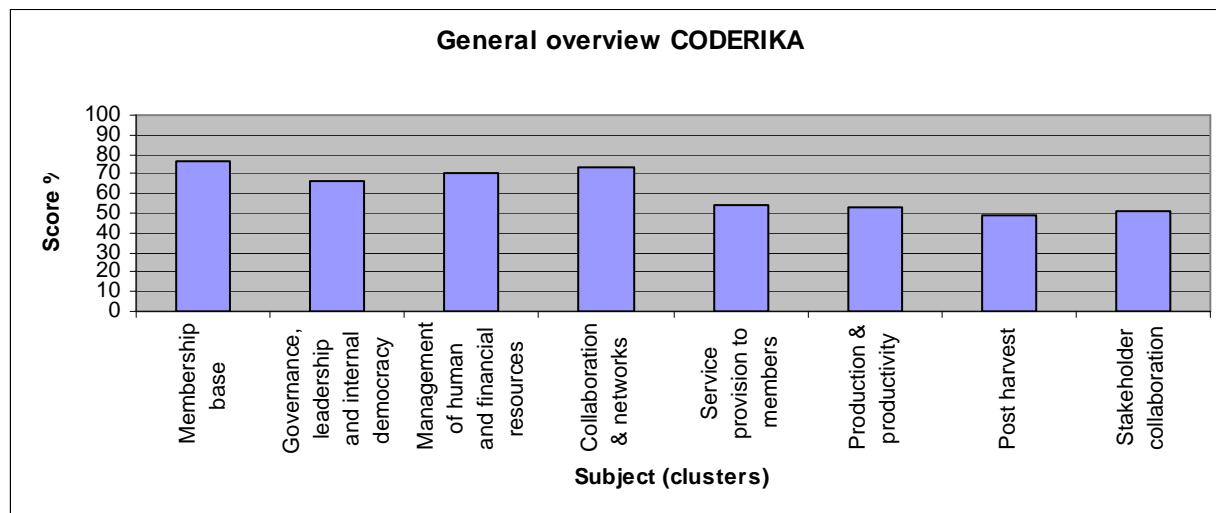


Figure 2

### 2.4. The general picture that arises

In general terms, the image that is coming up is that 4 clusters serves provision to the members, production and productivity, post harvest activities and stakeholder collaboration score relatively low around 50%. Other 4 rest score relatively higher above the average. This leads to a first possible orientation on 3 clusters that score lower.

Clusters				Results
<i>Membership base</i>	77	😊	<i>The highest score. Not an area of concern.</i>	
<i>Governance, leadership and democracy</i>	66	😐	Average score. Some issues are likely to need further analysis and/or action	
Management of human and financial resources	70	😊	High score. <i>Not an area of very high concern.</i>	
<i>Collaboration and networks</i>	73	😊	<i>High score. Apparently not an area of high concern.</i>	
Service provision to members	54	😞	Low score, even much lower as far as organizational performance with average of 68 is concerned. This is an area of high concern.	
Production and productivity	53	😞	Low score, but not much lower as far as agribusiness development with average of 51 is concerned which however needs improvement. This is an area of high concern	
Production and productivity	49	😞	Clearly the lowest score. There seem to be some serious points of the highest concern.	
Stakeholder	51	😞	Low score, but not much lower as far as agribusiness	

collaboration			development with average of 51 is concerned which however needs improvement. This is an area of high concern
---------------	--	--	--

### 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 79%. The average score for the perception of agribusiness development is slightly lower: 71%.

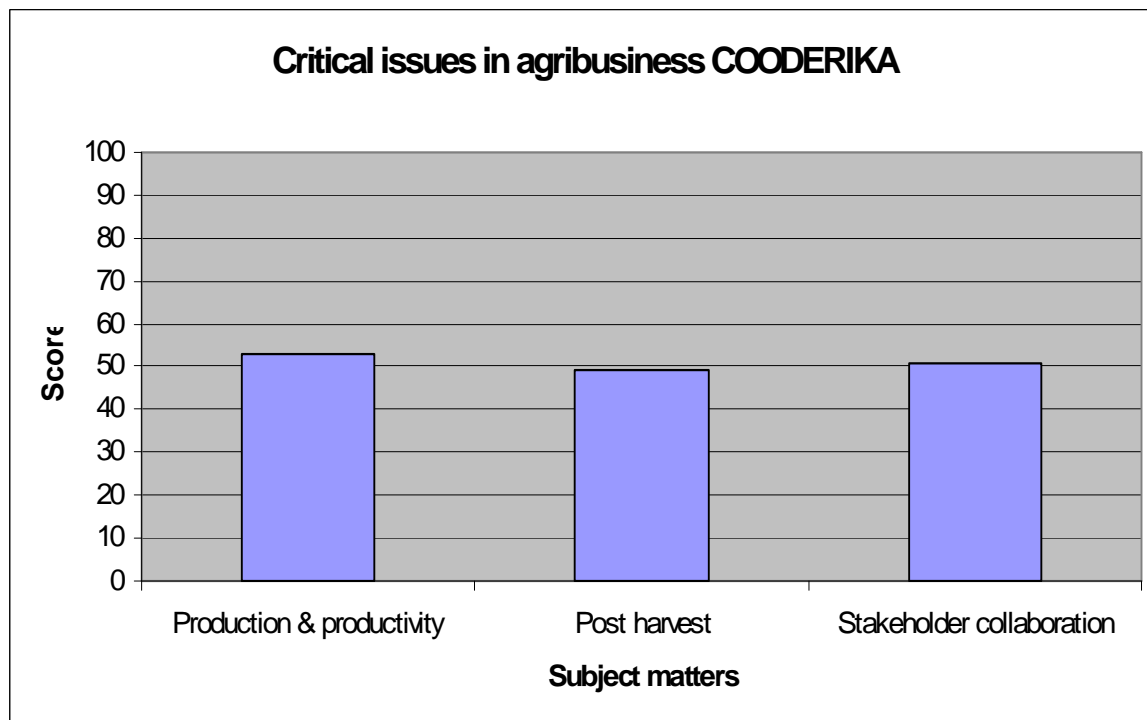
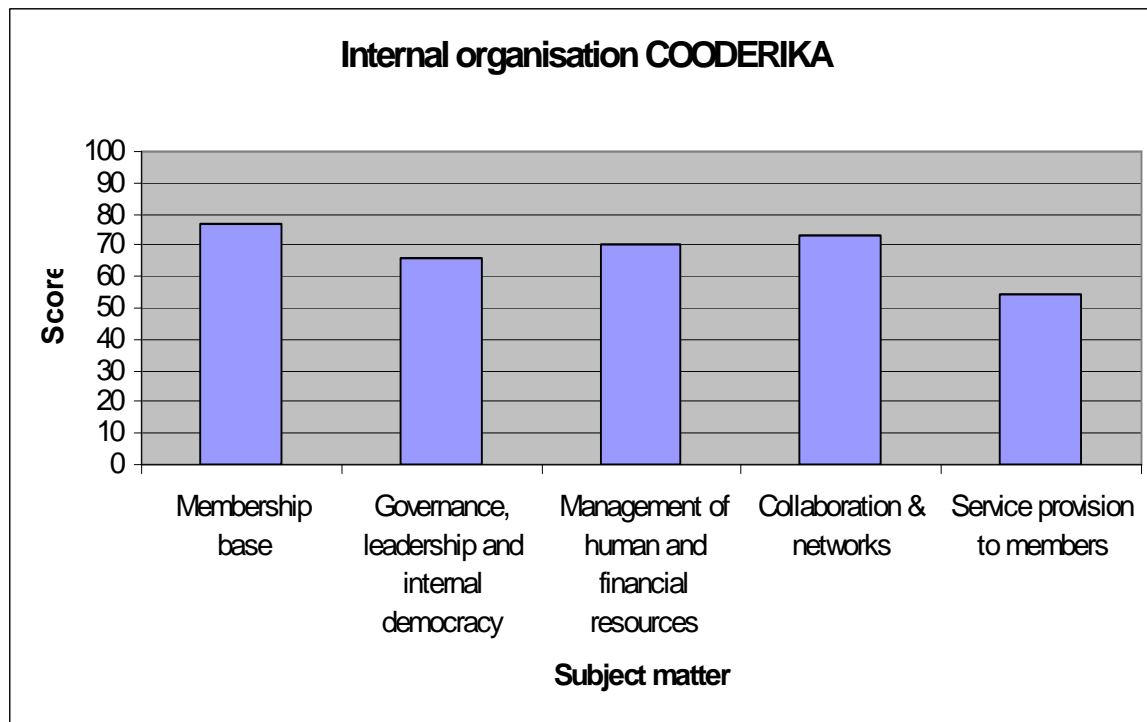
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	77	93	44	14
2. Governance, leadership and internal democracy	66	91	40	15
3. Management of human and Financial resources	70	92	33	17
4. Collaboration and networks	73	90	48	13
5. Service provision to members	52	89	22	16
<i>Perception of organizational performance</i>	68	87	45	13
6. Production and productivity	53	80	15	20
7. Post harvest activities	49	82	18	18
8. Stakeholder collaboration	51	74	23	14
<i>Perception of agribusiness development</i>	51	77	19	14
TOTAL AVERAGE SCORE	61	81	36	13

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like membership base, the highest score is relatively very high with 93. However the lowest score of this cluster is relatively 44 and the standard deviation is 14. This may indicate that the level of agreement is relatively low. There are also some clusters like production and productivity where the level of agreement is very low with 20 of the standard deviation. In this case, (i) some respondents may lack critical attitude or (ii) some respondents looked at and considered their individual performance instead of considering collective performance. An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically scoring one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of ITUZE in cassava production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 68 % (apart from the services provision to the members) score relatively higher in relation with the average of the

general perception 61%. The clusters in agribusiness development with average of 51 score much lower. Additionally the level of agreement in organizational performance the level of agreement is relatively higher compare to the level of agreement in agribusiness development clusters.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

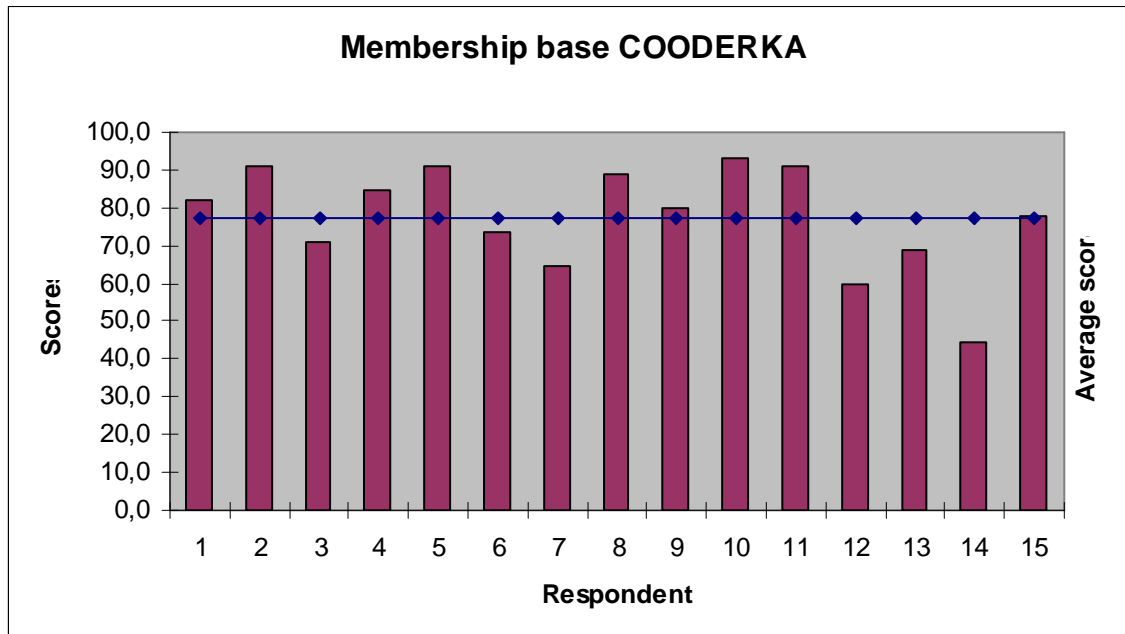
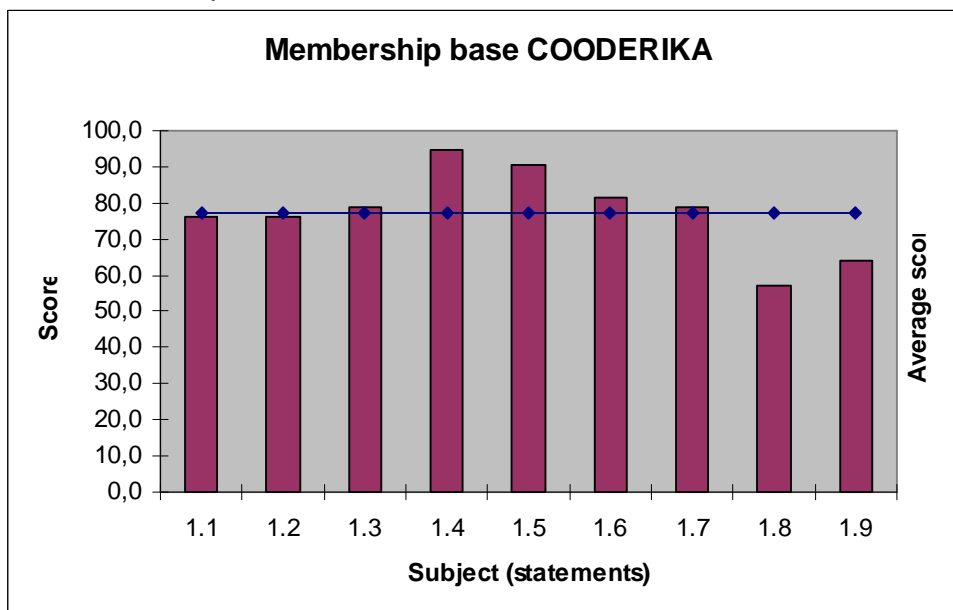


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of COODERKA:



Remarks, issues of concern 1,8 and 1,9 questions, why 1,8 got lowest and 1,5 highest suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

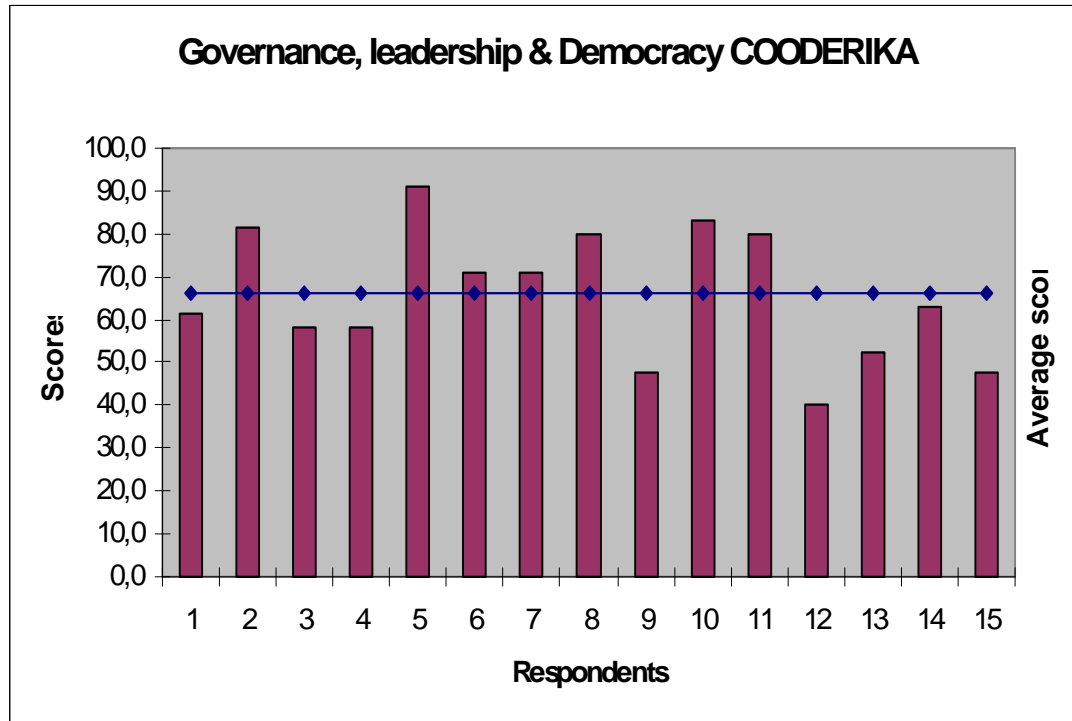
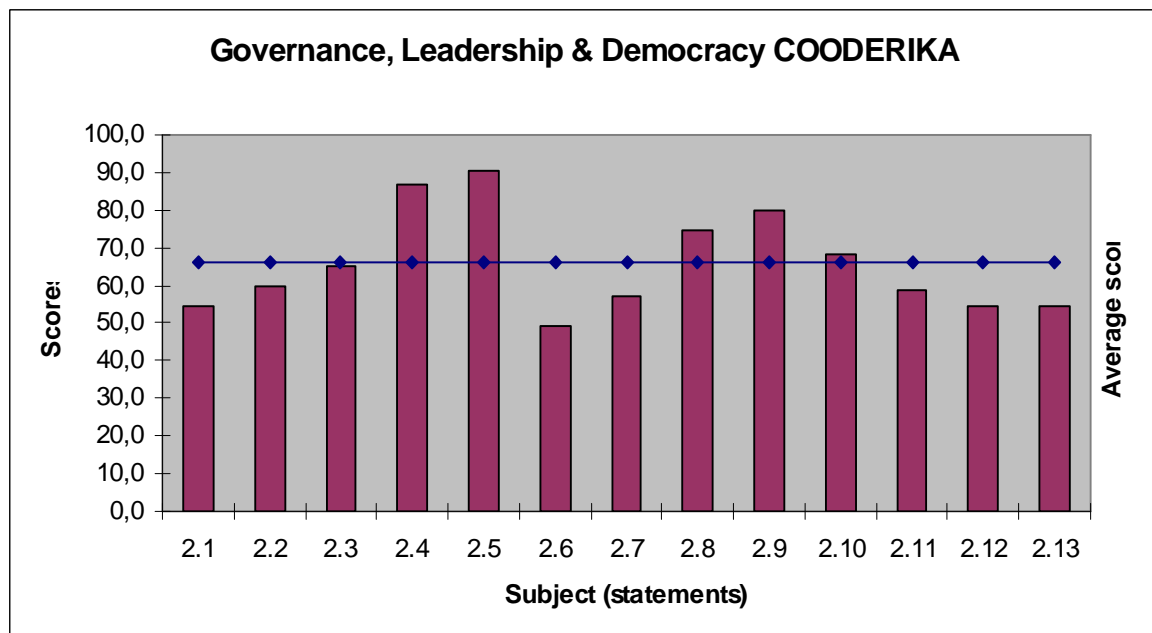


Figure 6 shows the scores for each statement in the chapter of statements relating to governance, leadership and internal democracy of COODERKA:



Remarks, issues of concern 2.1,2,2,2,6,2,7,2,11,2,12,2,13  
 questions, suggestions: why 2,6 got lowest and 2,5 highest

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

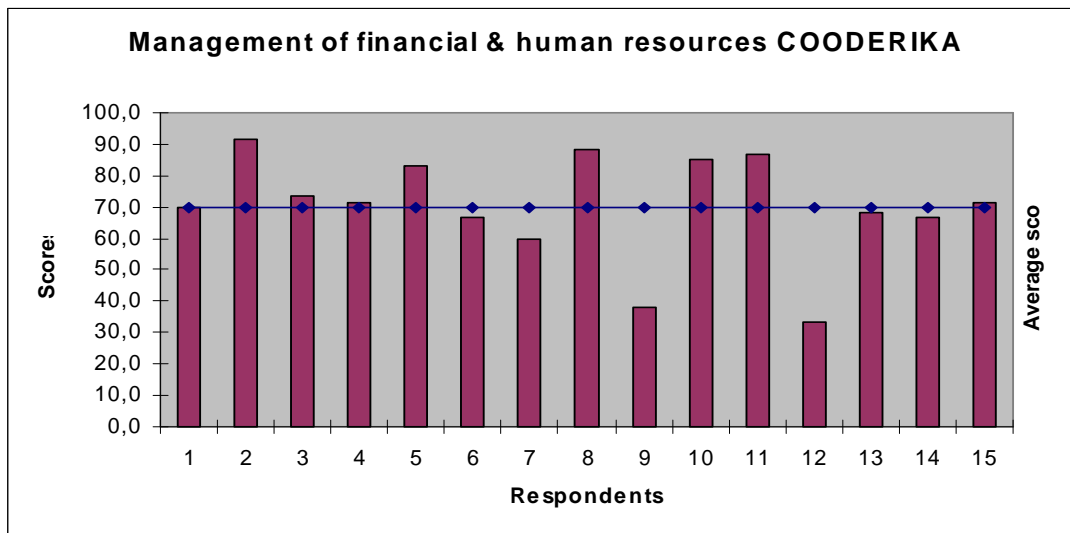
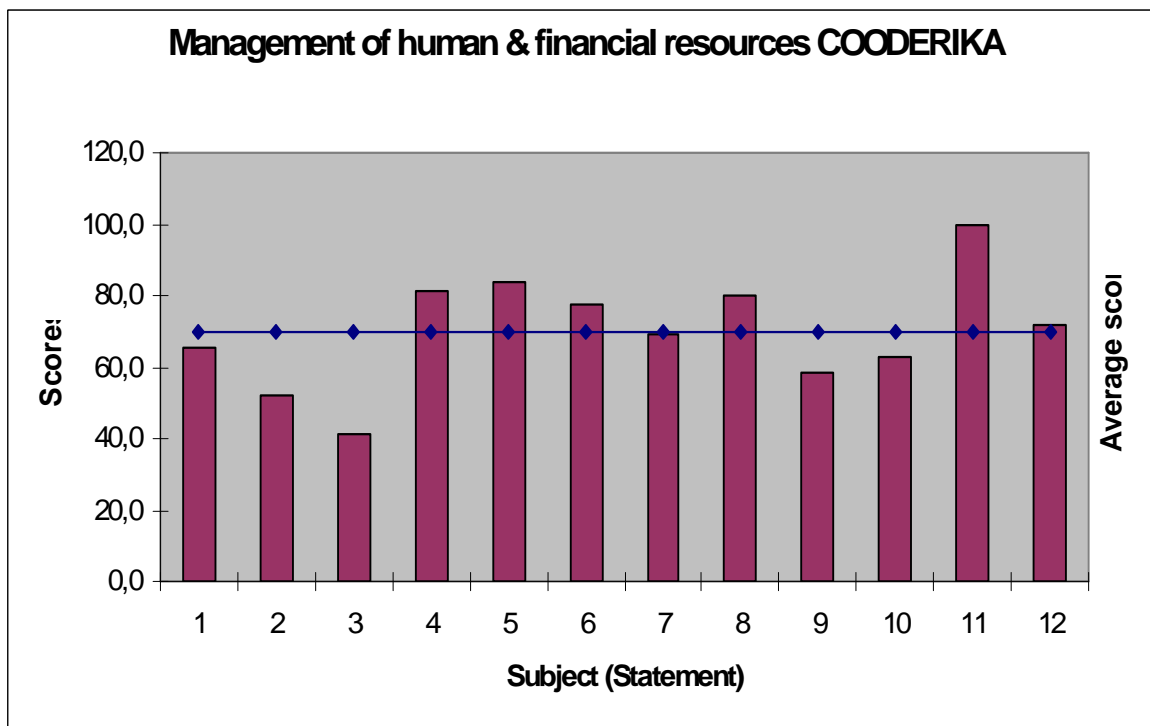


Figure 8 shows the scores for each statement :



Remarks issues of concern 1,2,3,9, and 10  
 , questions, why 3 got lowest and 11 got highest  
 suggestions:

### 3.4. Collaboration and Networks

Figure 9

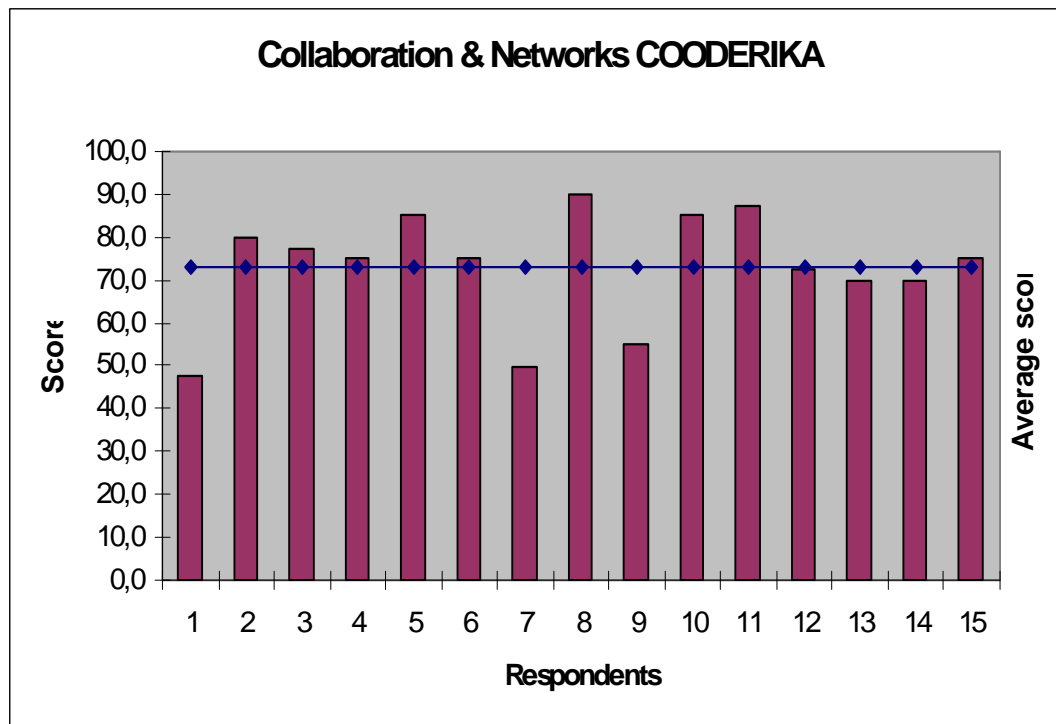
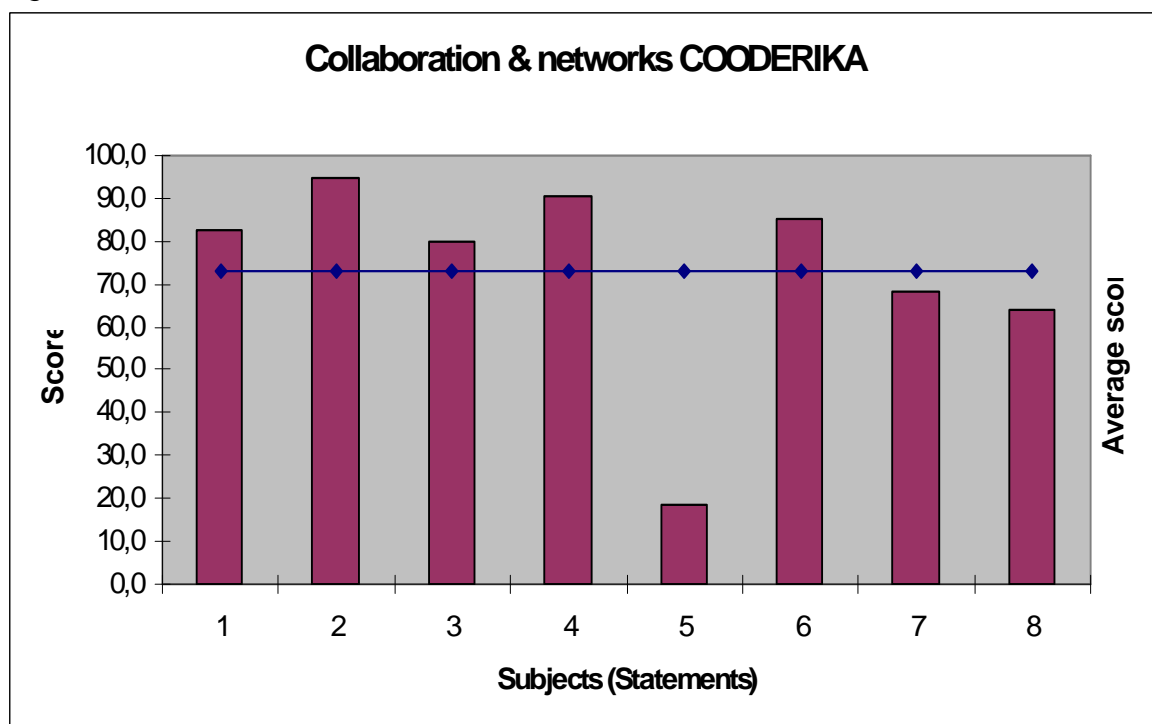


Figure 10



Remarks issues of concern 5,7 and 8  
 , questions, why 5 got lowest and 2 got highest  
 suggestions:



### 3.5. Service provision to members

Figure 11

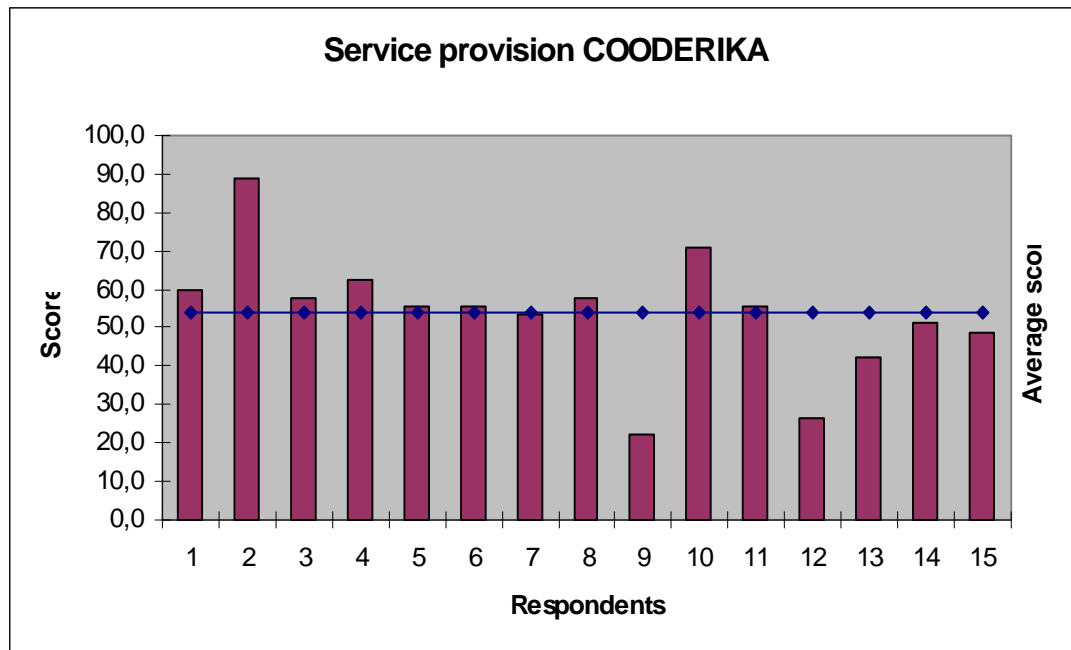
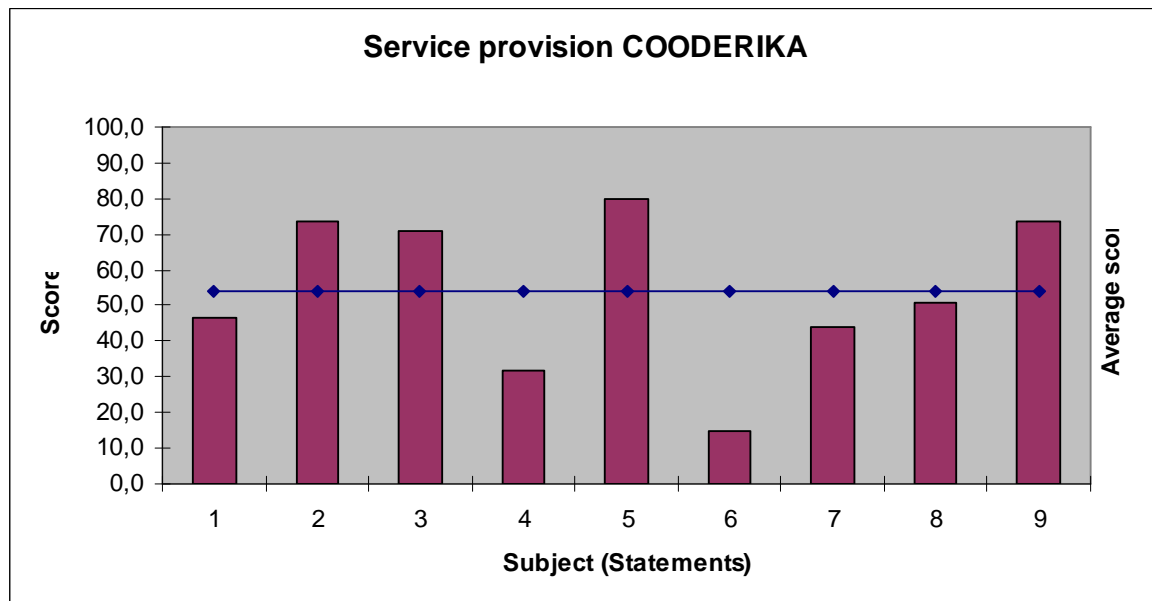


Figure 12



Remarks, issues of concern 1, 4, 6, 7, and 8 questions, why 6 got lowest and 5 got highest suggestions:

#### 4. Perception of agribusiness development in rice cluster

##### 4.1. Production and productivity

Figure 13

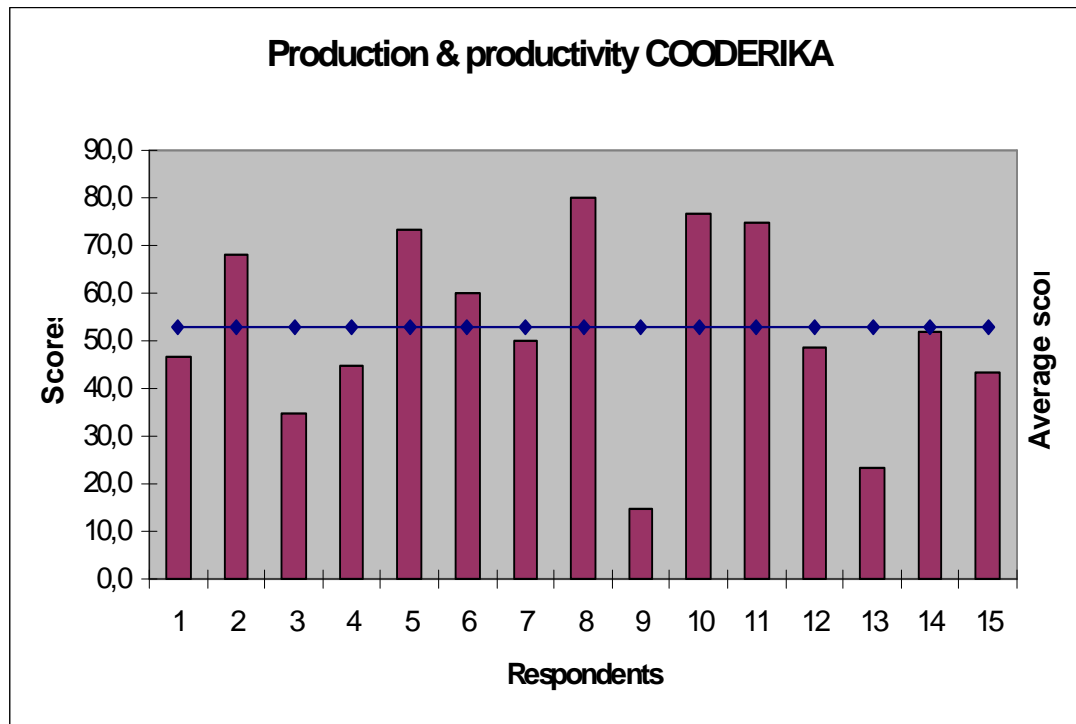
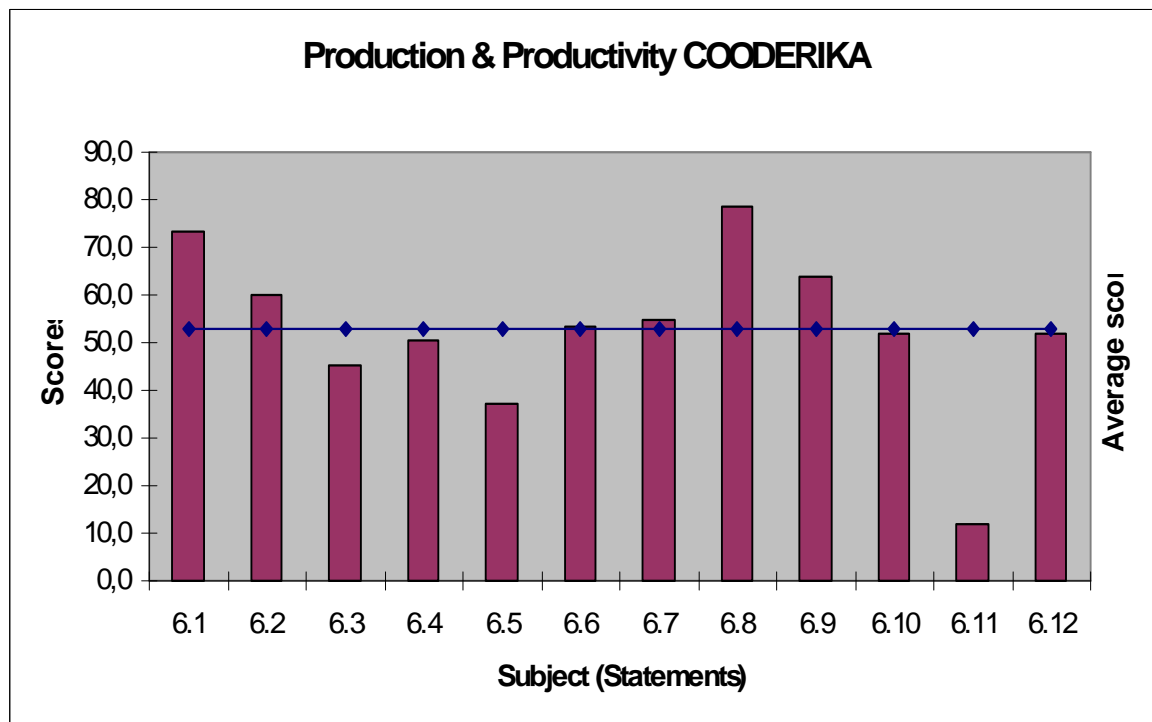


Figure 14



Remarks, issues of concern 6.3,6.4,6.5 and 6.11 questions, why 6.11 got lowest and 6.8 highest suggestions:

#### 4.2. Post harvest activities

Figure 15

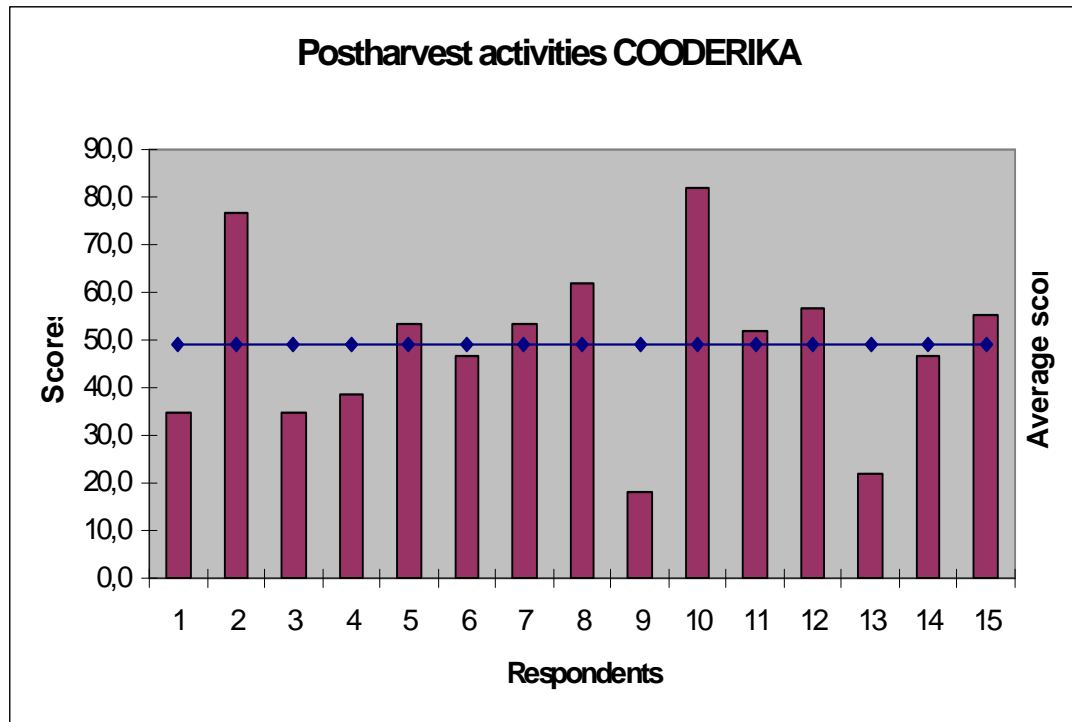
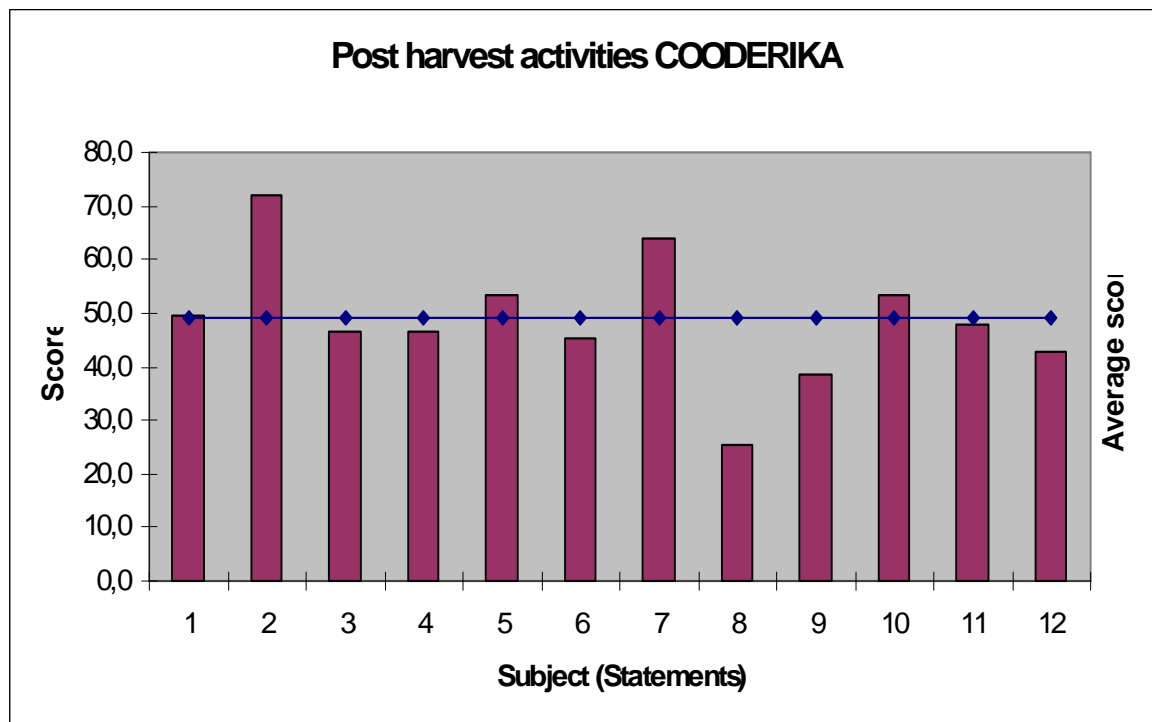


Figure 16



Remarks, questions, suggestions:

### 4.3. Stakeholder collaboration

Figure 17

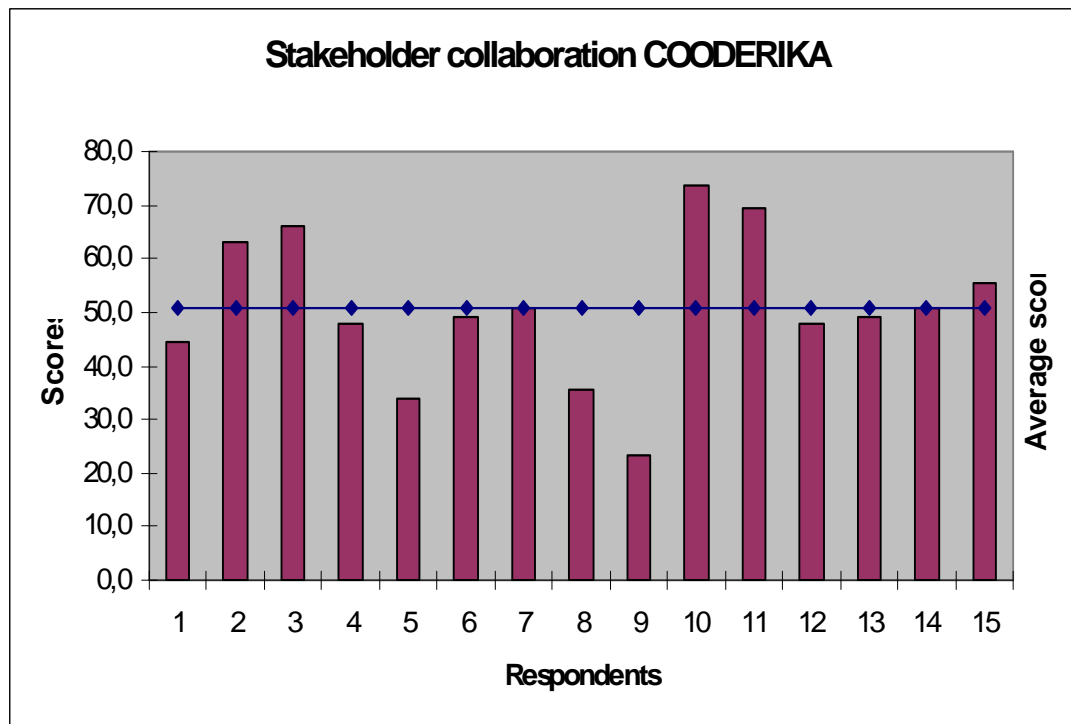
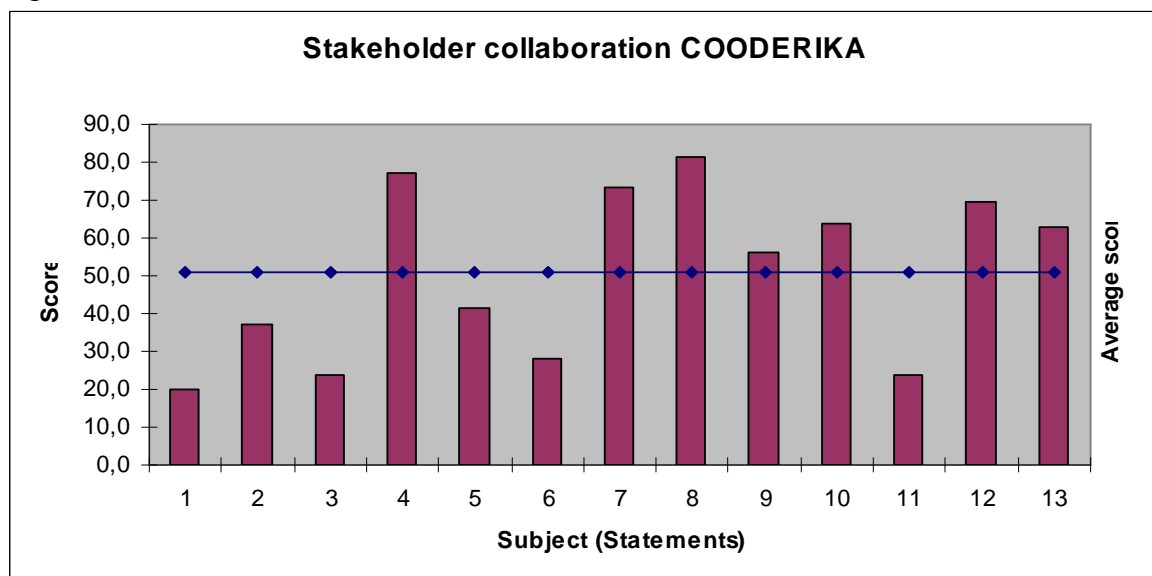


Figure 18



Remarks, issues of concern 1,2,3,5,6,11  
 Questions why 1 got lowest and 8 got highest  
 , suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

Average scores

Minimum and maximum scores (range)

Standard deviation (= distance of the general average score), indicating the level of agreement in perception among those who scored the statements. A standard deviation of more than 1 indicates that there are diverging views.

Annex 1 provides an overview of all the specific scores, accompanied by some observations and comments. Especially for subjects that receive low scores, questions for further reflection are suggested.

## 6. Priorities

According to the analysis, it seems that the mirror suggests that COODERIKA farmers need to give priority attention to the following subjects :

....

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....

#### **2.14 Cooperative COOPRORIZ**

District: Kamonyi

Commodity: Rice

Date of self-assessment 21 Aug 2009

## COOPRORIZ Results

### LOOKING IN THE MIRROR:

results assessment organizational performance and Agribusiness development with Cassava

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### 1. Introduction

On 21 July 2009, Committee members and ordinary members of COOPRORIZ Zone 1 invested time and effort in an organizational self-assessment exercise. The assessment exercise consisted in 'scoring' 88 statements distributed over 8 clusters :

A. Perception organizational performance	B. Perception agribusiness development
1 Membership base	6 Production and productivity
2 Governance, leadership and internal democracy	7 Post harvest activities
3 Management of human and financial resources	8 Stakeholder collaboration
4 Collaboration and networks	
5 Service provision to members	

In total 15 members: 5 committee members, 10 ordinary members filled out the form. The five clusters of statements relating to the performance of a farmers' organization are based on a basic model of a well-performing organizations, which 'stipulates' the following 'principles':

Cooperatives are established and governed by farmers, in view of realizing joint activities for the benefit of associated members.

The members elect committee members among themselves. The elected leaders are given the responsibilities to govern and represent the cooperative according to the established regulations.

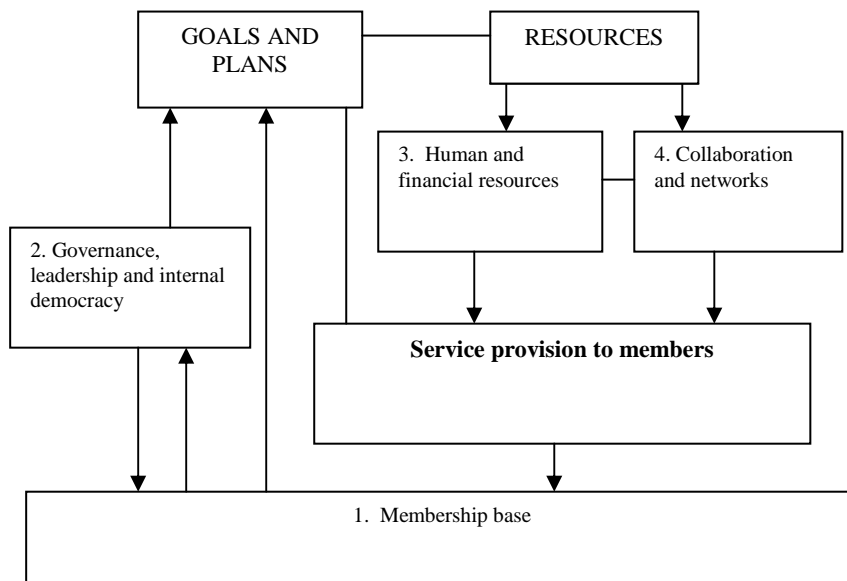
Together, farmers and committees define the goals and operational plans of the organization. Goals and plans relate to the results to be attained, activities to be undertaken and the use of resources.

For attaining the goals and expected results, farmers' organizations need qualified people (farmer-members, committee members and staff) and they need financial resources. Both should be managed in a responsible and transparent manner. In order to get the desired results, farmers and their organizations also need to collaborate with others (think of: banks, input dealers, trading & processing companies, local government, researchers, NGO's, etc).

If these preconditions are met, farmers' organizations can provide good services to their members (training, marketing, advocacy, input supply etc).

If the services and benefits are good, farmers are likely to remain members of the organization and contribute to its development. If not, they may leave the organization or stay as 'dormant' members in the cooperative.

The relations between these five clusters can be visualized as follows:



Every cooperative finds itself in a certain stage of development. They are never 'zero' and they are never perfect. The challenge is to find out what the key challenges for further organizational strengthening and performance improvement are. The assessment tool seeks to contribute to dynamic internal reflection and discussion.

In the next chapters, the results of the 'scoring' are presented with graphs and tables. These show how the members of cassava producing cooperative, COOPRORIZ Zone 1 roughly perceive themselves.



## 2. The mirror: overall overview of the results

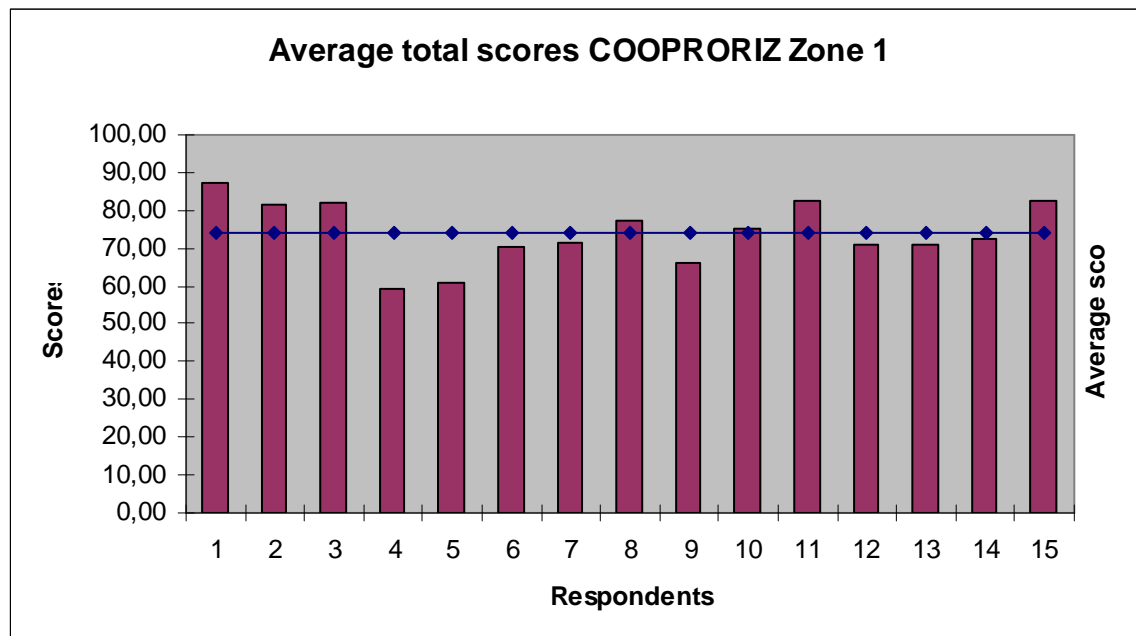
### 2.1. Total average scores

After data entry, it appears that the members of COOPRORIZ Zone 1 gave an average score of 74%.

This is a high average score. The individual total scores ranged from 59 to 87% as is shown in figure 1.

This large variation may indicate two things: (i) there are quite important differences between the zones or (ii) participants are more, or less severe in applying the scores. That's why absolute values of the scores as less important than the relative scores. It is more important to find out which subjects get lower scores as compared to others.

Figure 1



### 2.2. Interpretation of scores

The scores can be interpreted as follows:

Less than 40%: very low score, it is likely that there is a level of dissatisfaction or even disappointment. There is a general feeling that something must be done urgently;

Between 40-50% : low score, agreement that something must be done;

Between 50-60% : Low average score. Members are neither really satisfied nor completely dissatisfied. Recognition that there is room for improvement and likelihood that there is motivation to take action.

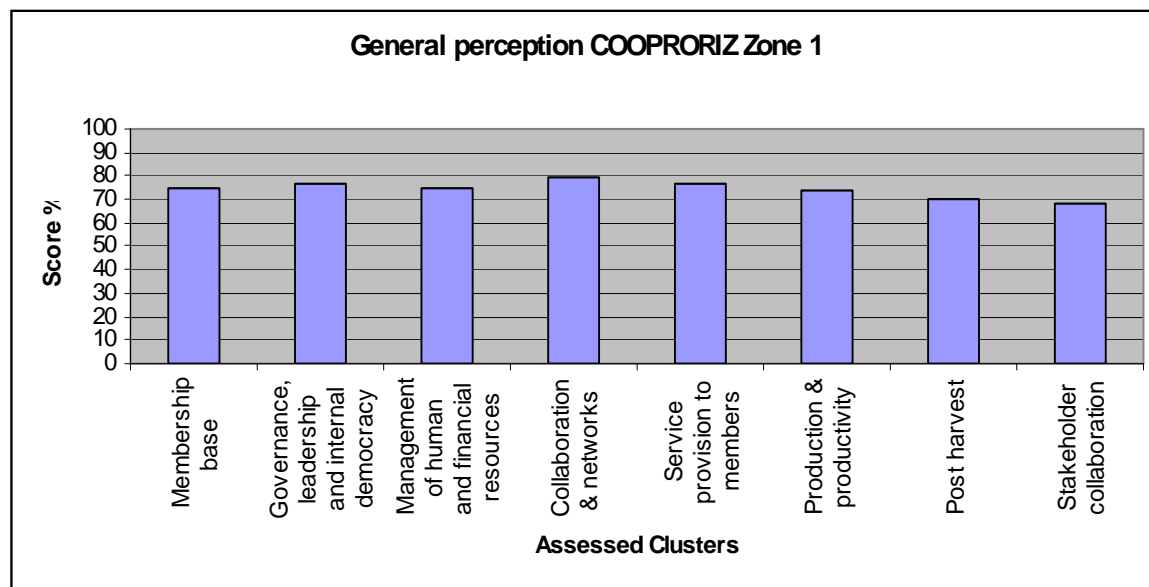
Entre 60-70% : Average score. There is no dissatisfaction, but there is room for improvement.

More than 80% : High or very high score, indicating satisfaction with the current situation. There are no apparent reasons to change.

### 2.3. Scores per cluster

The scores per cluster are as presented in figure 2:

Figure 2



### 2.4. The general picture that arises

In general terms, the image that is coming up is that all clusters' scores range between 68% and 79 %. Meaning that the level of satisfaction is high, but there is room for improvement. Stakeholder collaboration scores the least 68 %. The rest scores relatively high around and above the average including very high score, the collaboration and networks with 79%.

Clusters	Results		
<i>Membership base</i>	75	😊	<i>High score. Apparently not an area of high concern.</i>
<i>Governance, leadership and democracy</i>	77	😊	<i>High score. Not an area of very high concern</i>
<i>Management of human and financial resources</i>	75	😊	<i>High score. Not an area of very high concern.</i>
<i>Collaboration and networks</i>	79	😊	<i>The highest score. Not an area of concern.</i>
<i>Service provision to members</i>	77	😊	<i>Average score. Some issues are likely to need further analysis and/or action</i>
<i>Production and productivity</i>	74	😊	<i>Average score. Some issues are likely to need further analysis and/or action</i>
<i>Post harvest</i>	70	😊	<i>Clearly the lowest score. There seem to be some</i>

activities			serious points of the highest concern.
Stakeholder collaboration	68	⊖	Average score. Some issues are likely to need further analysis and/or action

### 2.5. Scores for organizational performance and agribusiness development

The next table presents an overall view of the scores. It shows that the average score for the clusters 1-5 relating to the perception of organizational performance is 77%. The average score for the perception of agribusiness development is lower: 71%.

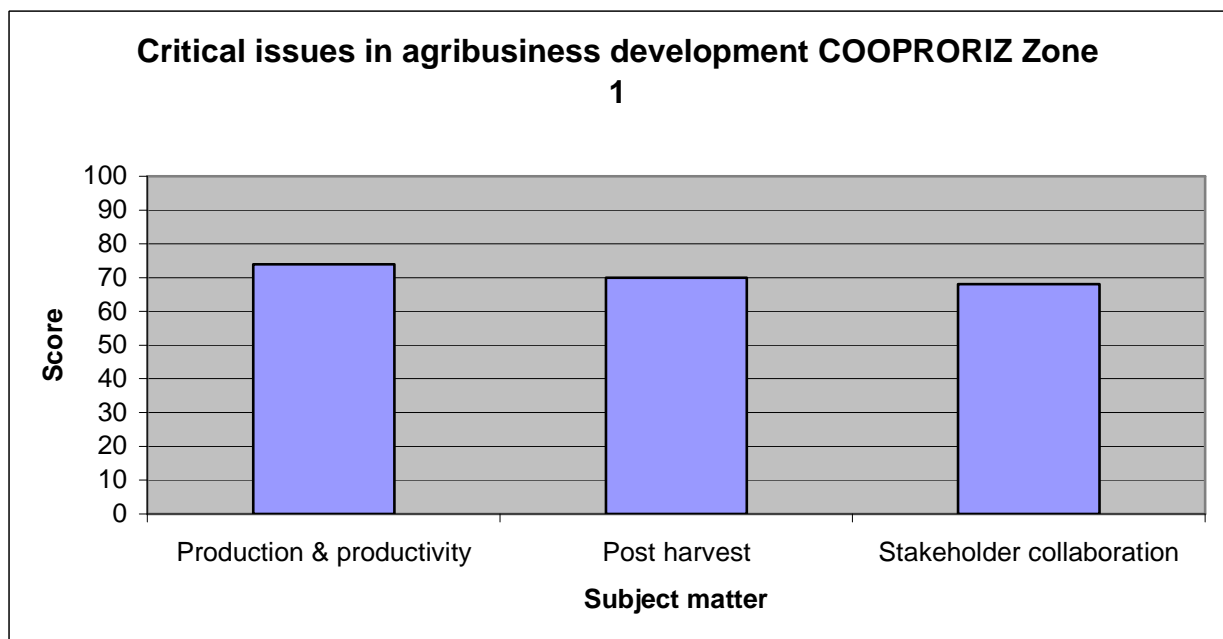
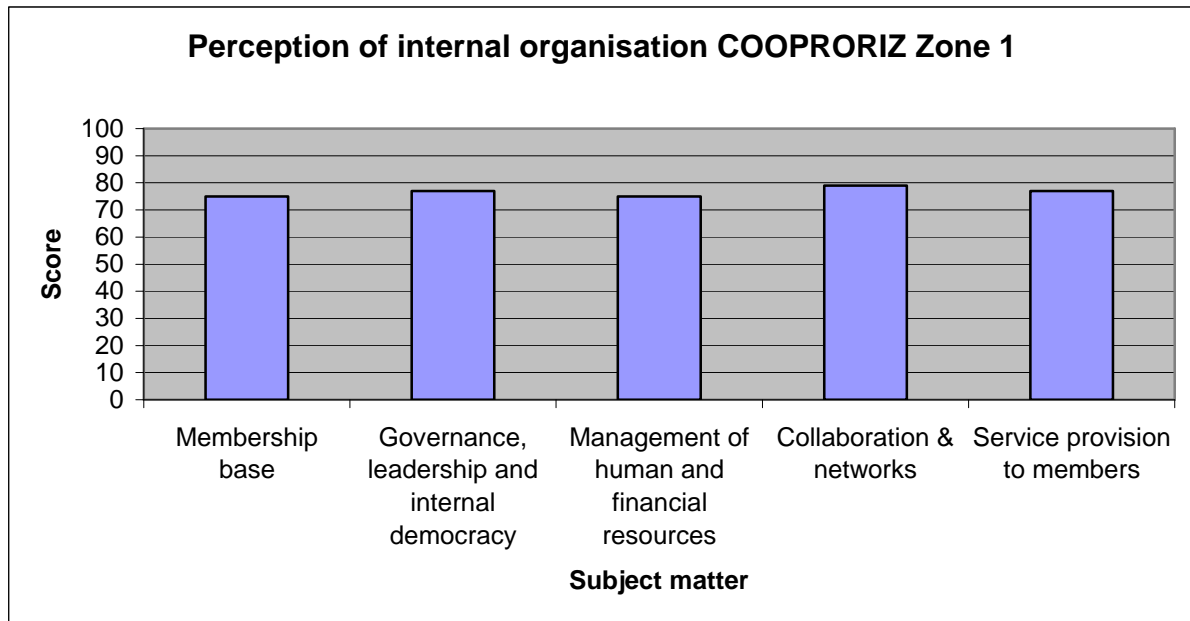
Clusters	Average score	Highest score	lowest score	level of agreement
1. Membership base	75	93	53	13
2. Governance, leadership and internal democracy	77	92	62	11
3. Management of human and Financial resources	75	92	52	12
4. Collaboration and networks	79	90	58	8
5. Service provision to members	77	98	31	16
<i>Perception of organizational performance</i>	77	91	60	9
6. Production and productivity	74	90	57	10
7. Post harvest activities	70	90	45	13
8. Stakeholder collaboration	68	92	52	11
<i>Perception of agribusiness development</i>	71	87	57	9
TOTAL AVERAGE SCORE	74	87	59	8

*\*Standard deviation from average score: the lower the score, the higher the level of internal agreement*

The table shows that no clusters of statements scored the highest possible but for some clusters like services provision to the members, the highest score is very high with 98. However the lowest score of this cluster is 31 and the standard deviation is 16. This may indicate that the level of agreement is very low. In this case, (i) some respondents may lack critical attitude or (ii) some respondents looked at and considered their individual performance instead of considering collective performance. There are also some clusters like collaboration and networks where the level of agreement is higher with 8 of the standard deviation. An interesting slogan in this context is: "Good is the enemy of better". It is however understandable that it is not easy to critically scoring one's own group or organization.

In the next sections we'll have a closer look at the perception of organizational performance and on the perception of the agribusiness development of COOPRORIZ Zone 1 in cassava production. This allows to go more in detail and to reveal more specific issues.

LET'S FIRST HAVE A LOOK AT THE GENERAL RESULTS FOR ORGANIZATIONAL PERFORMANCE AND AGRIBUSINESS DEVELOPMENT :



What do these graphs suggest? These graphs show that clusters of the organizational performance with an average of 77 % score relatively higher in relation with the average of the general perception 74%. The clusters in agribusiness development with average of 71 score lower. However the difference between averages in these clusters is relatively small. This may mean that this cooperative performs well in all levels.

### 3. Perception of organizational performance

#### 3.1. Membership base

Figure 3 shows the diversity in how the different zones perceive the membership base:

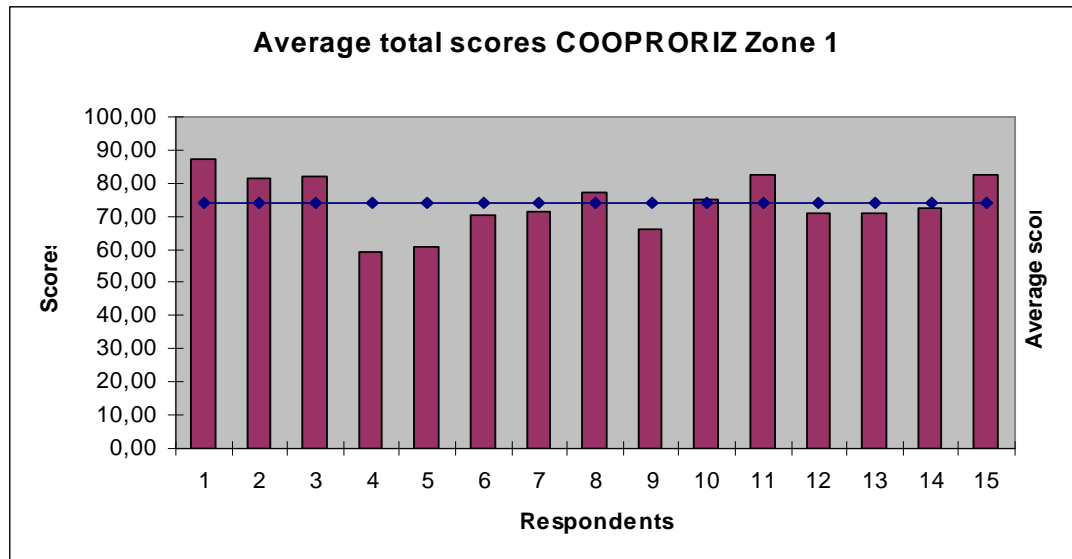
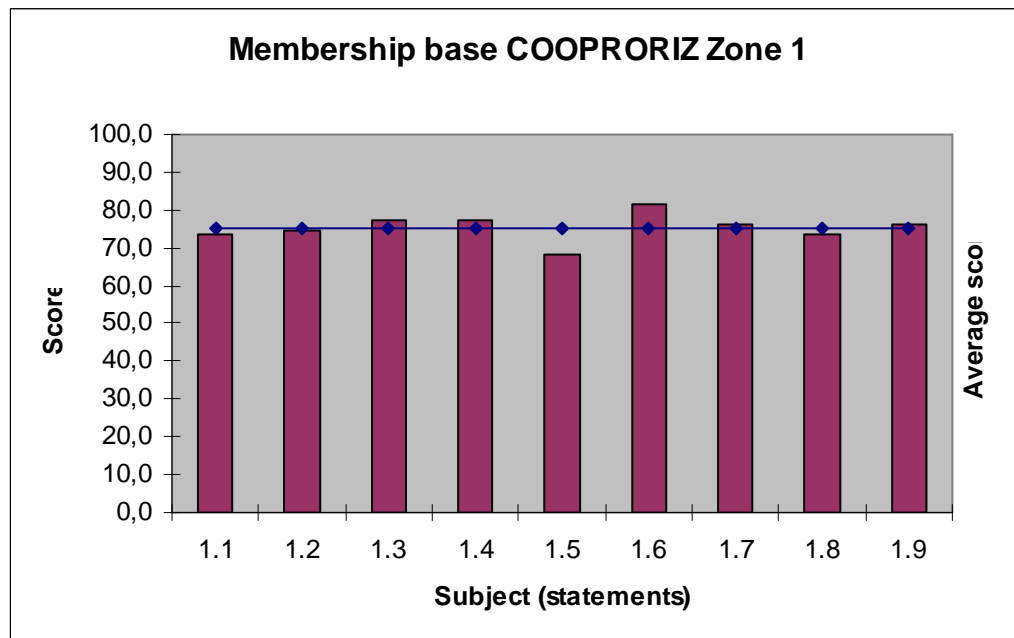


Figure 4 shows the scores for each statement in the chapter of statements relating to the membership base of COOPRORIZ Zone 1:



Remarks,: issues of concern 1,1,1.2,1,5  
 questions,why 1,5 score lowest and 1,6 score highest  
 suggestions:

### 3.2. Governance, leadership and internal democracy

Figure 5 shows the diversity in how the different zones perceive governance, leadership and internal democracy.

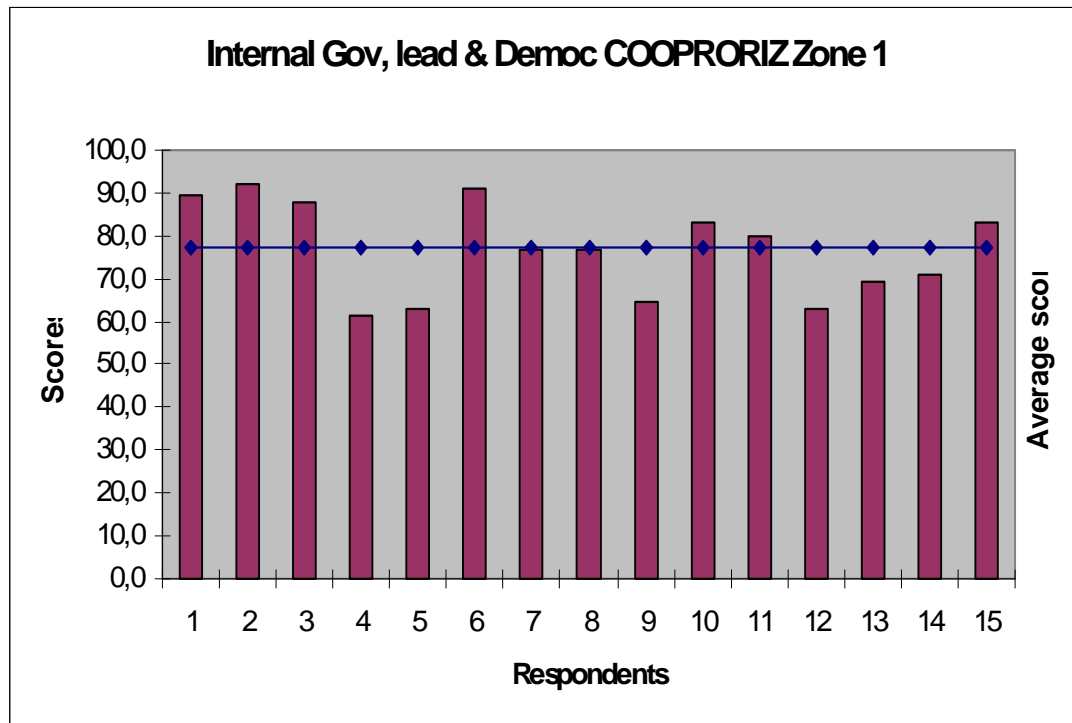
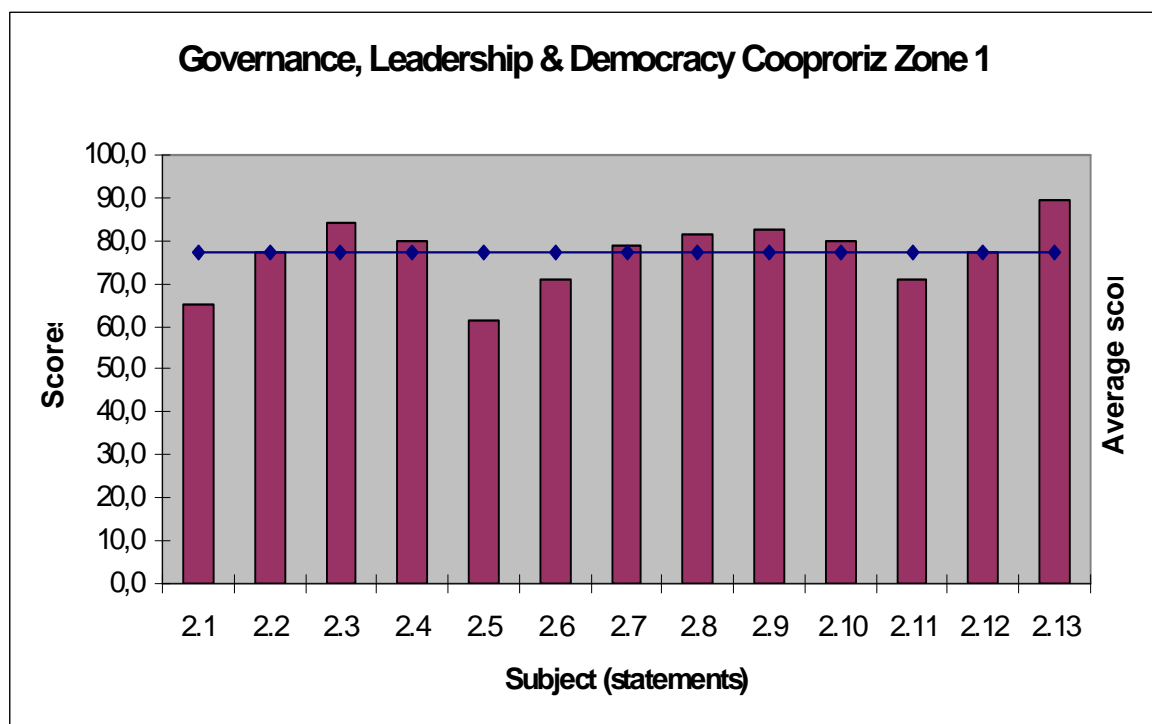


Figure 6 shows the scores for each statement in the chapter of statements relating to



Remarks, issue of concern 2.1, 2.5, 2.6, 2.11  
 questions, why 2.5 got lowest and 2.13 highest  
 Suggestions:

### 3.3. Management of human and financial resources

Figure 7 shows the diversity in how the different zones perceive the management of human and financial resources.

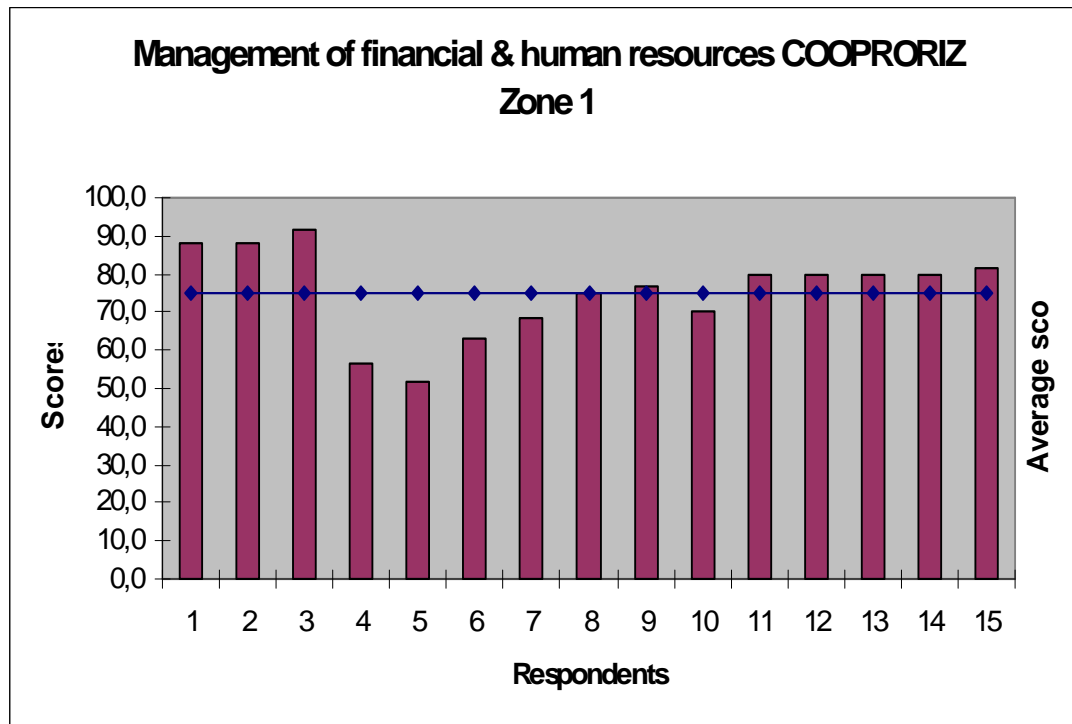
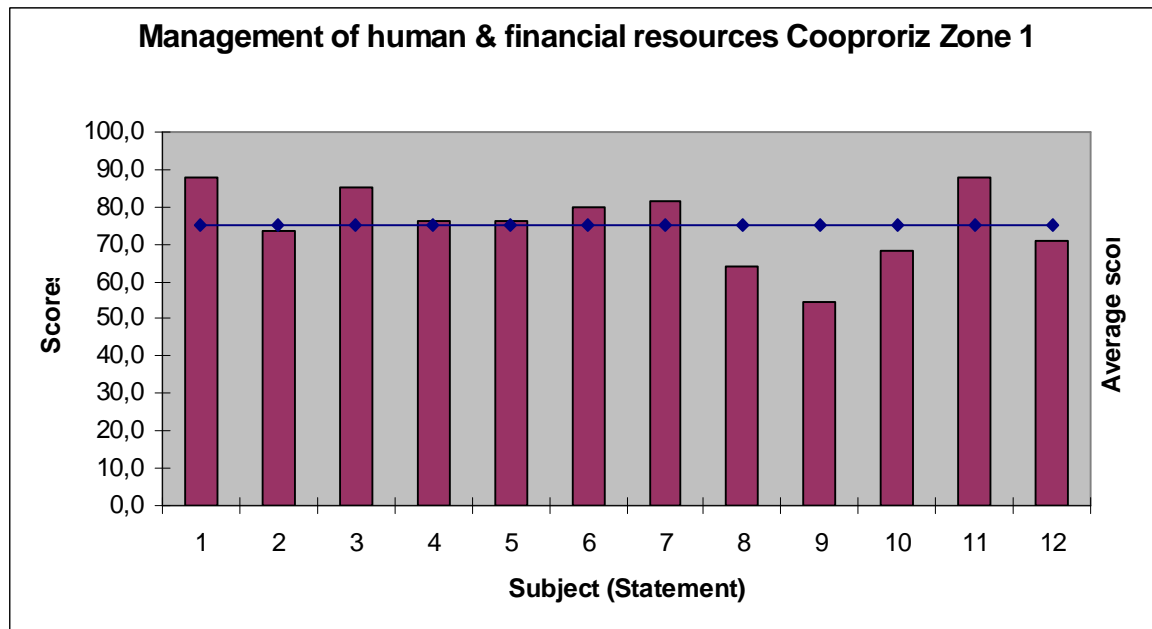


Figure 8 shows the scores for each statement :



Remarks, issue of concern 2,8,9,10,12  
questions, why 9 get lowest and 11 got highest  
suggestions:

### 3.4. Collaboration and Networks

Figure 9

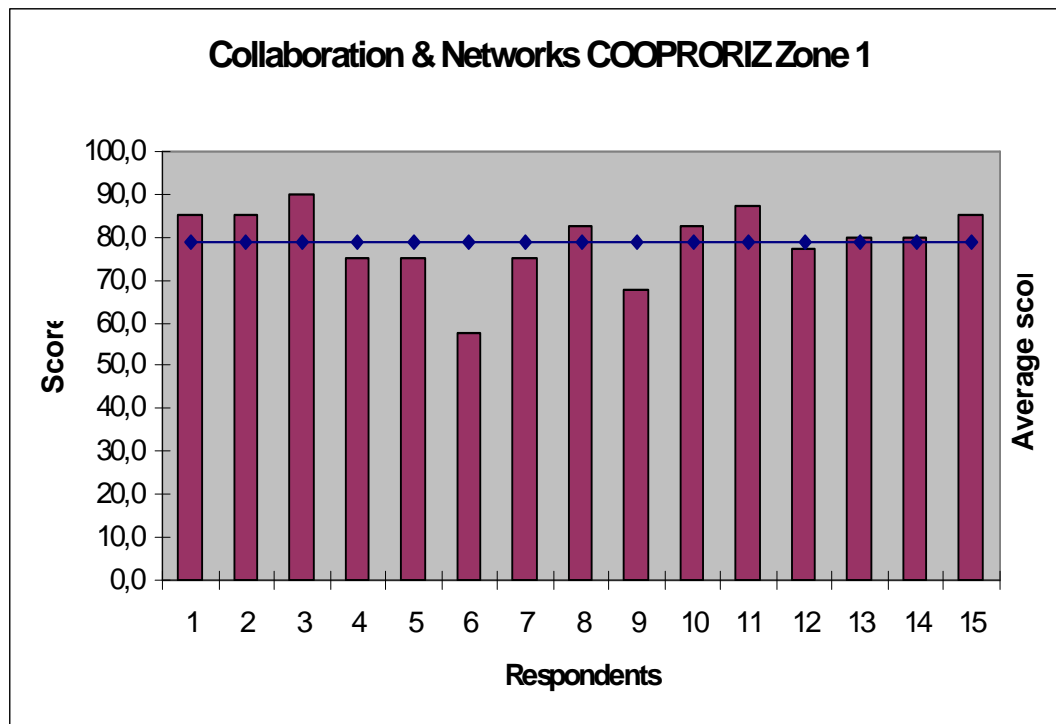
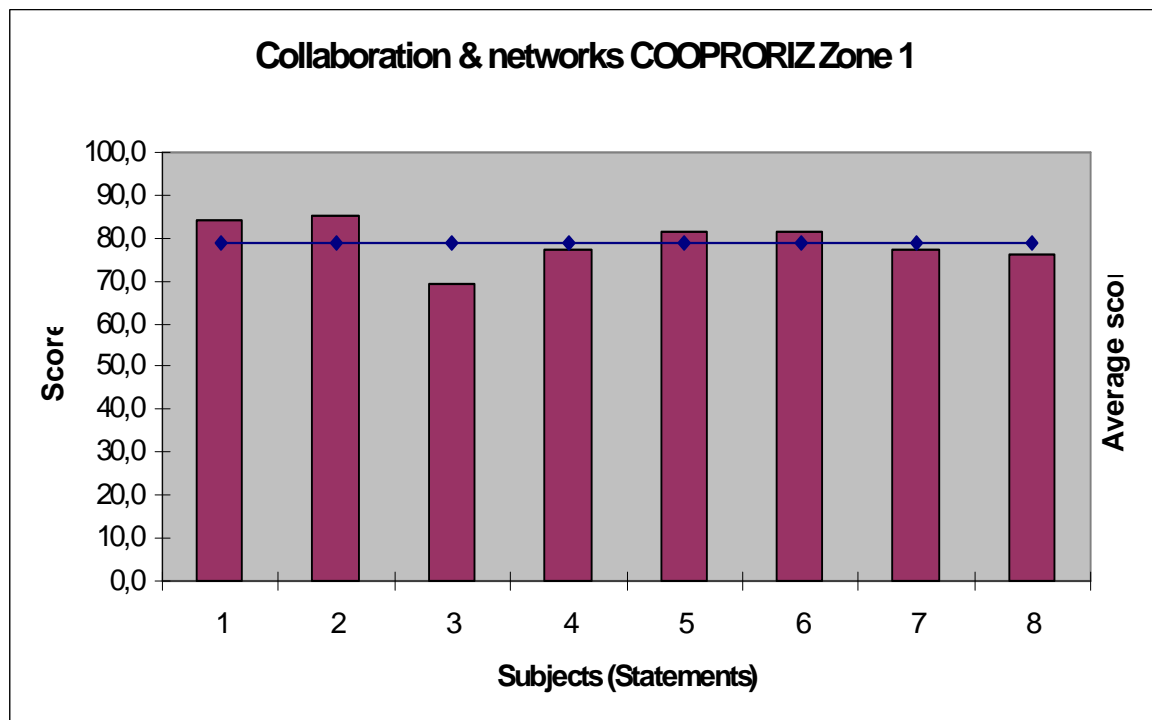


Figure 10

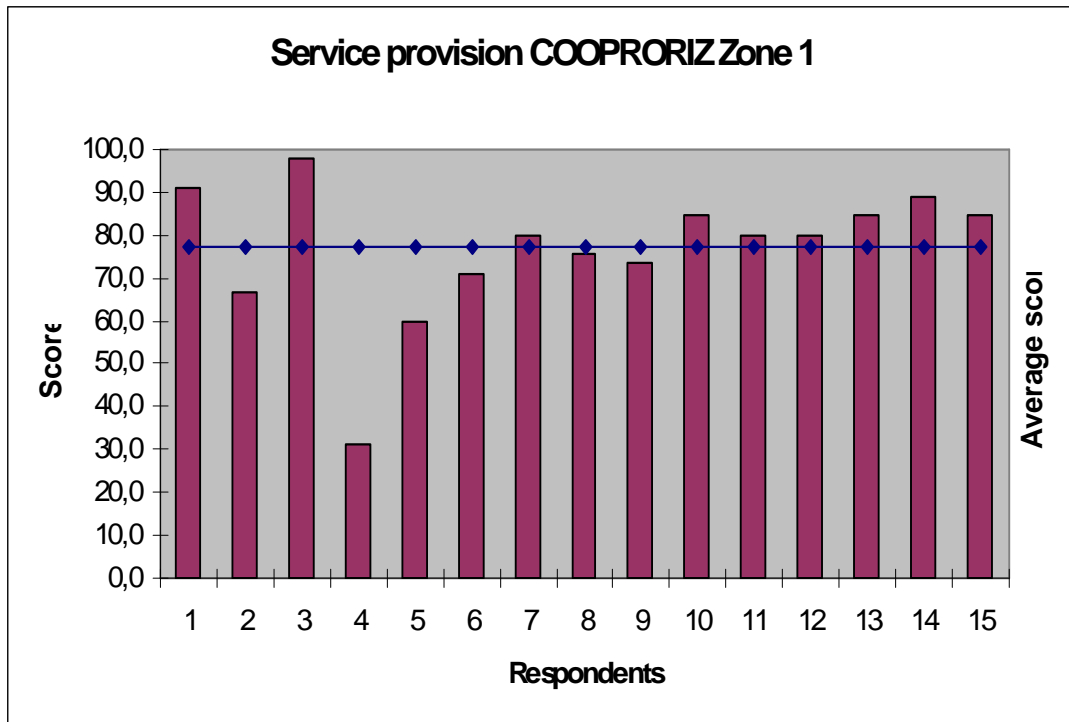


Remarks, issue of concern 3, and 4  
 Questions why 3 got lowest and 2 got highest  
 , suggestions:

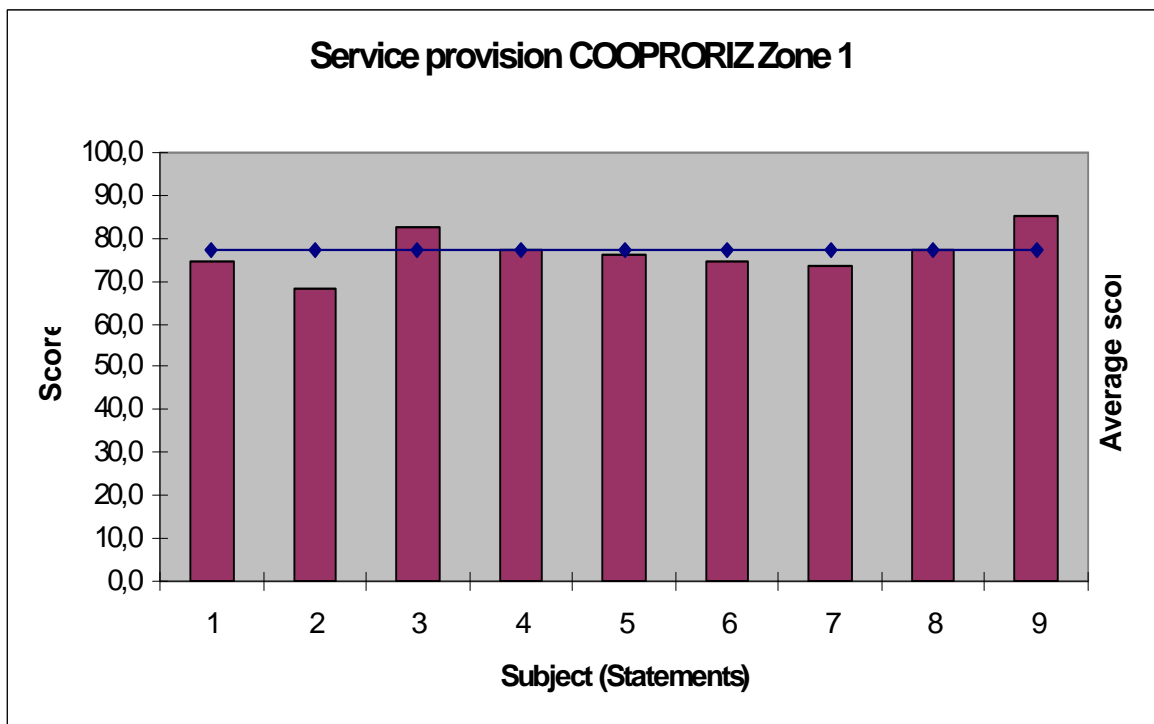


### 3.5. Service provision to members

Figure 11



Figure



12

Remarks, issue of concern 1,2,6 and 7

Questions why 2 got lowest and 9 got highest

, suggestions:

#### 4. Perception of agribusiness development in Rice cluster

##### 4.1. Production and productivity

Figure 13

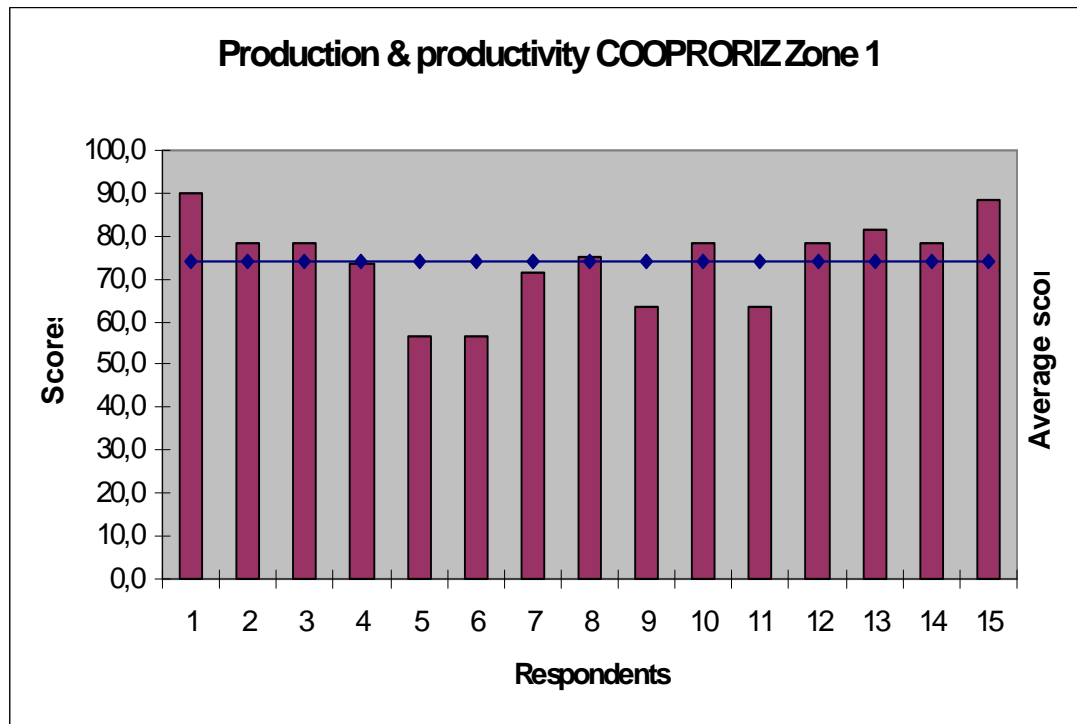
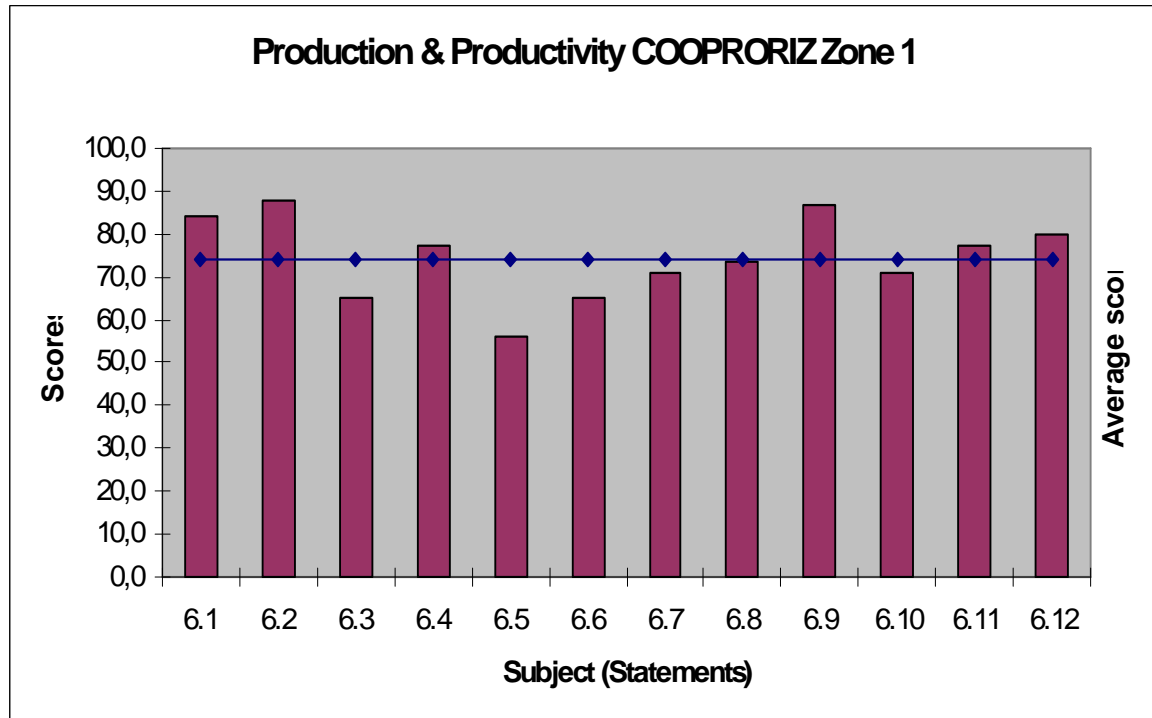


Figure 14



Remarks, issue of concern 6.3, 6.5, 6.6, 6.7 and 6.10

questions, why 6.5 got lowest and 6.2 got highest  
suggestions:

#### 4.2. Post harvest activities

Figure 15

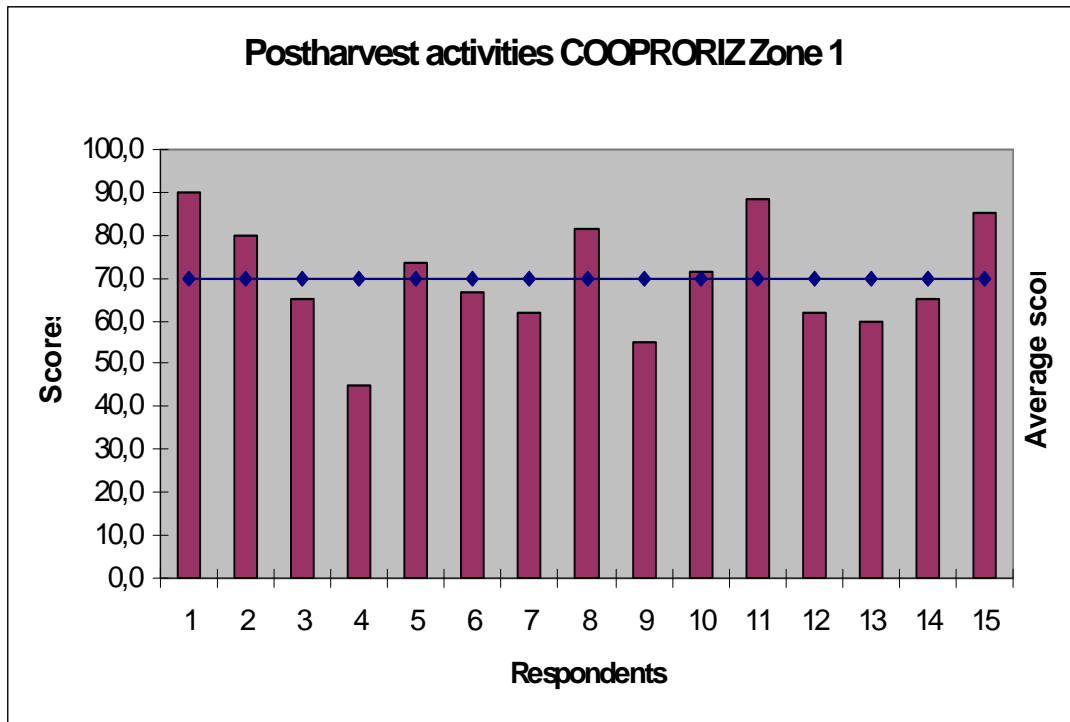
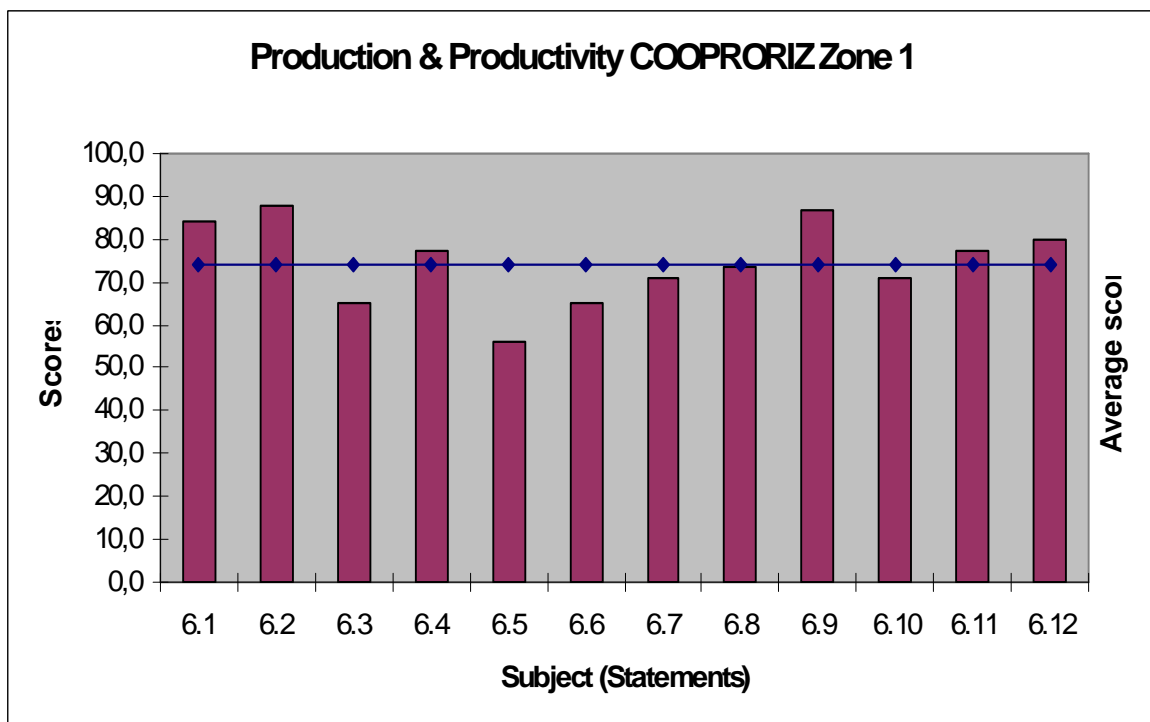


Figure 16



Remarks issue of concern 6,3,6,5,6.6,6,7,6.10  
 , questions, why 6,5 got lowest and 6,9 got highest  
 suggestions:

#### 4.3. Stakeholder collaboration

Figure 17

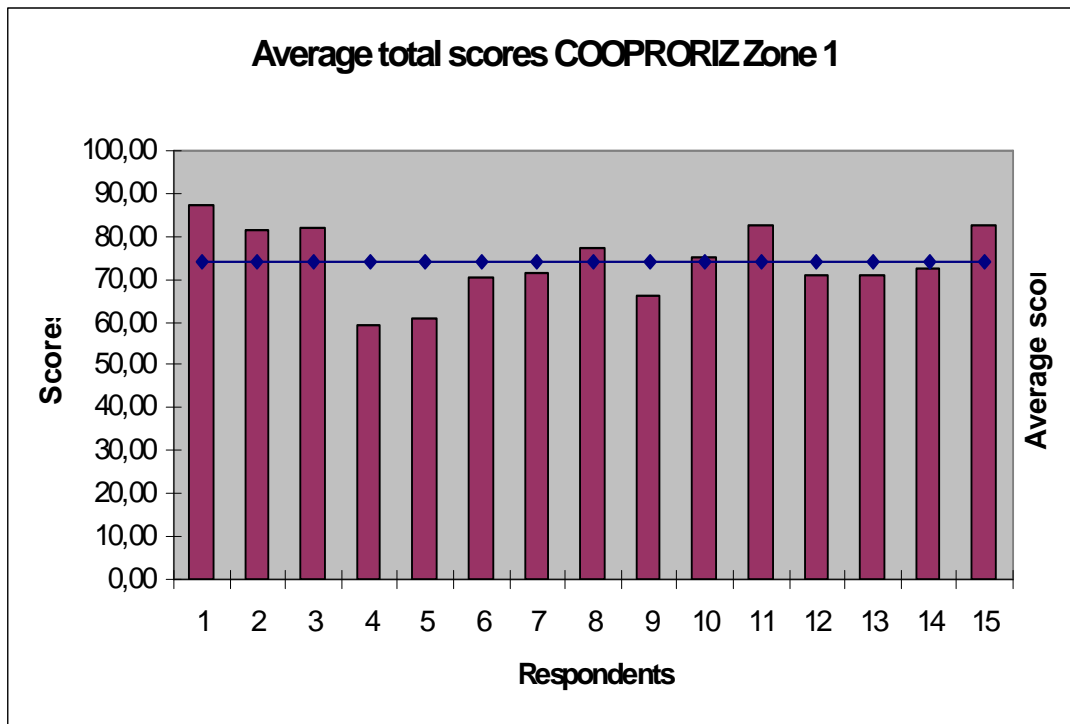
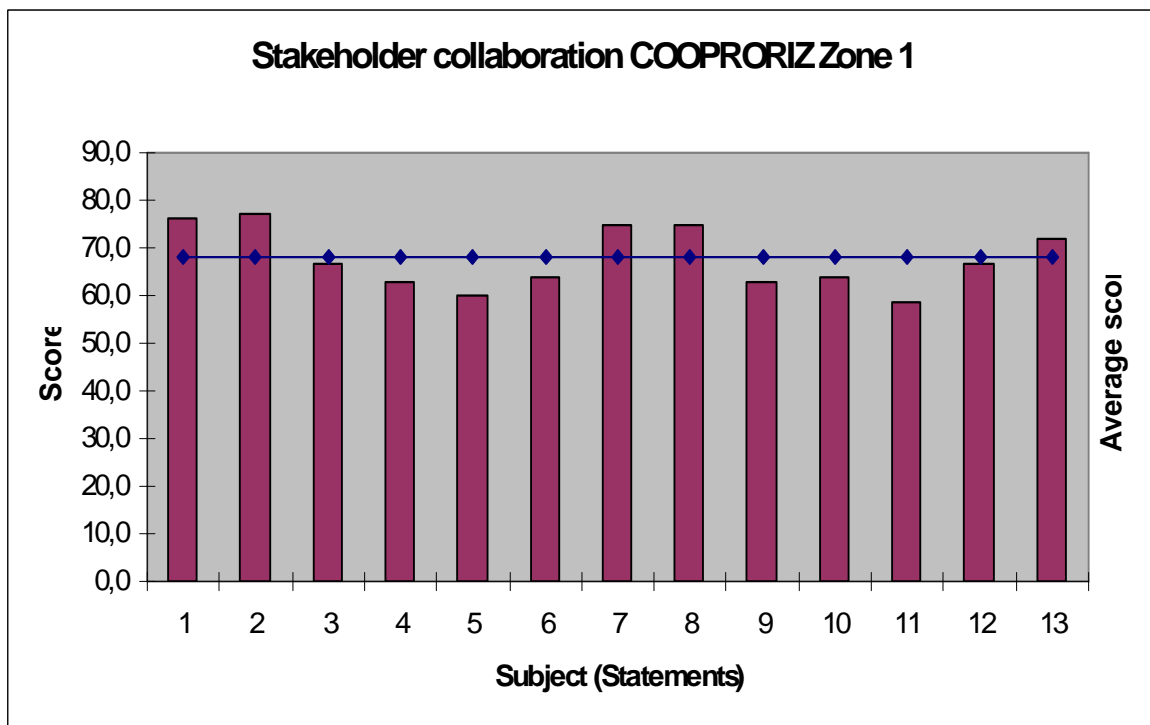


Figure 18



Remarks, issue of concern 4,5,6,9,10,11  
 Questions why 11 got lowest and 2 got highest  
 , suggestions:

## 5. In-depth analysis

With the data obtained, it is possible to make more detailed analyses. In fact, it is possible to analyze the scores for every single statement in even more detail. This is particularly important if a subject seems to need follow-up.

For every statement, the following aspects can be analyzed:

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## 6. Priorities

According to the analysis, it seems that the mirror suggests that COOPRORIZ Zone farmers need to give priority attention to the following subjects :

....

Subjects for which the point of view differs a lot from one member to another would also need specific attention. The results of the self-assessment would particularly suggest the following subjects:

....