

Cooperative Business Management

Level-I

**Based on March 2022, Version-III Occupational
Standard**



Module Title: Operation Plan Preparation

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Introduction to the Module

Welcome to the module “**Operational Plan preparation**”. This learner’s guide was prepared to help you achieve the required competence in “**Cooperative Business Management Level I**”. This will be the source of information for you to acquire knowledge attitude and skills in this particular occupation with minimum supervision or help from your trainer. Moreover it helps the trainee to perform the necessary operational plan at this level for their cooperative society. At the end of the module the trainee will be able to; Prepare routine work schedule, Perform routine tasksOrganize and review work performance.

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LG #4	LO #1- Prepare routine work schedule
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Instruction sheet
<p>This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:</p> <ul style="list-style-type: none"> • Routine work and schedule: meaning and definition • Routine work identification • Individual versus organizational work goals and plans • Setting work goals and plans • Workload Prioritization, planning and implementation <p>This guide will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:</p> <ul style="list-style-type: none"> • Define Routine work and schedule • Identify routine work • Identify individual versus organizational work goals and plans • Set work goals and plans • Describe workload Prioritization, planning and implementation
Learning Instructions:
<ol style="list-style-type: none"> 1. Read the specific objectives of this Learning Guide. 2. Follow the instructions described below. 3. Read the information written in the information Sheets 4. Accomplish the Self-checks 5. Perform Operation Sheets 6. Do the “LAP test”

Information Sheet 1

1.1 Routine work and schedule: meaning and definition

A **schedule** is a plan that gives a list of events or tasks and the times at which each one should happen or be done.

A **schedule** or a **timetable**, as a basic time-management tool, consists of a list of times at which possible tasks, events, or actions are intended to take place, or of a sequence of events in the chronological order in which such things are intended to take place. The process of creating a schedule — deciding how to order these tasks and how to commit resources between the varieties of possible task is called **scheduling**. A person responsible for making a particular schedule may be called a **scheduler**. Making and following schedules is an ancient human activity.

Schedules are necessary, or at least useful, in situations where individuals need to know what time they must be at a specific location to receive a specific service, and where people need to accomplish a set of goals within a set time period. Schedules can usefully span both short periods, such as a daily or weekly schedule, and long-term planning with respect to periods of several months or years.

Kinds of schedules

- A. Publicly available schedules
- B. Internal schedules
- C. Project management scheduling
- D. In computing
- E. In wireless communications
- F. In operations research
- G. In transportation planning
- H. In education

It's the end of another busy working day and, even though you came into the office early and left late, you don't feel as if you've accomplished anything significant. It's all too easy for this to happen. Faced with endless meetings, frequent interruptions, and urgent last-minute tasks, you can easily be busy all day without making any progress on high-priority projects and goals. That's why it's so important to know how to schedule your time properly

Routine task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. **Task routine** is a general expression used to describe unvarying repetition of one or more consistent tasks to be performed at fixed or regular time intervals. It is always managed under certain prescribed rules or standards by one individual or a group of individuals joint into a team. **Routine work identification**

What is the difference between routine and schedule? Are these words adjectives? Routine is usually used as an adjective or a noun. Schedule is most often used as a noun or verb.

Explanation:

Schedules are planned out and often written down. Routines can be activities that are done without planning, things that you are used to doing on a regular basis. Many people might do the same things every morning in the same order, but that's not necessarily something they scheduled for themselves.

Routine is like a habit. It is something you don't need to write down because you've done it so many times over. Schedules can be things that are only followed for a certain day (special schedules for certain times).

Schedule cannot be used as an adjective. Routine can. It has become routine for me to work out in the morning. You cannot replace routine with schedule. Schedule can be used as a verb. Routine can, but the occurrences are rare.

Example:

I scheduled a meeting. (You wouldn't say I routine a meeting. That's not something you do often.) Both can be used as nouns, but they cannot always be used interchangeably. I followed my schedule for the day. This sentence indicates that you designed/outlined a schedule and followed it for that day. I followed my routine for the day. This sentence indicates that you did your normal activities for the day. So no, I would not say that schedule and routine are synonyms.

1.2.1. The Importance of Scheduling

Scheduling is the art of planning your activities so that you can achieve your goals and priorities in the time you have available. When it's done effectively, it helps you:

- Understand what you can realistically achieve with your time.
- Make sure you have enough time for essential tasks.
- Add contingency time for "the unexpected."

- Avoid taking on more than you can handle.
- Work steadily toward your personal and career goals.
- Have enough time for family and friends, exercise and hobbies.
- Achieve a good work-life balance.

Time is the one resource that we can't buy, but we often waste it or use it ineffectively. Scheduling helps you think about what you want to achieve in a day, week or month, and it keeps you on track to accomplish your goals.

1.2.2. Steps to Schedule Your Time

Set a regular time to do your scheduling – at the start of every week or month, for example. There are a number of different tools to choose from. A simple and easy way to keep a schedule is to use a pen and paper, organizing your time using a weekly planner.

The most important thing when choosing your planner is that it lets you enter data easily, and allows you to view an appropriate span of time (day/week/month) in the level of detail that you need. Once you have decided which tool you want to use, prepare your schedule in the following steps.

Step 1: Identify Available Time

Step 2: Schedule Essential Actions

Step 3: Schedule High-Priority Activities

Step 4: Schedule Contingency Time

1.2 Individual versus organizational work goals and plans

The hierarchy of objectives makes clear distinction between individual and organizational goals. Organizational goals are framed for different levels of the organisation and individual goals represent the goals of people working in the organisation. Managers at different levels make different objectives in the organizational hierarchy. Top managers or the Board of Directors make overall objectives of the firm and objectives for key result areas. Key result areas are marketing, innovation, human organisation, financial resources, physical resources, productivity, social responsibility and profit requirements. (Drucker). Middle-level managers make objectives for the respective departments (production, sales etc.) and lower-level managers frame objectives for different units of each department and also their subordinates.

1.2.1. Individual work goals and plans

Though individual goals are at the end of the hierarchy, they are framed for all the individuals working at different levels of the organisation. At individual level, objectives are of two types: one, performance of individuals which leads to attainment of overall goals and two, personal objectives of individuals. Individual goals should be consistent with organizational goals. Organizational and individual goals should be in complete harmony with each other. Managers at higher level should also set objectives for the development of individuals.

1.2.2. Organizational work goals and plans

Organizational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts. There are many advantages to establishing organizational goals: They guide employee efforts, justify a company's activities and existence, define performance standards, provide constraints for pursuing unnecessary goals and function as behavioral incentives. For the goals to have business merit, organizations must craft a strategic plan for choosing and meeting them.



Figure-1: Effective organizational goal

Types of organizational goals

There are two main types of organizational goals:

Official: Goals that an organization aims to achieve.

Operative: Goals that are required to achieve a desired outcome. Official goals detail a company's aims as described in its mission statement or in public statements, such as the corporate charter and annual reports. They help to build the organization's public image and reputation. Such goals are often qualitative and harder to measure. Operative goals are the actual, concrete steps a business intends to take to achieve its purpose. A company's operative goals often don't parallel its official goals; for example, while a nonprofit volunteer organization's main official goal may be community service, limited funding might mean that its operative goal of fundraising will take precedence. These are often short-term goals that organizations seek to achieve through its operating policies and undertakings and are measured quantitatively.

Their success is based on metrics. Companies are able to outline specific steps they need to take to achieve operative goals.

Businesses also set operational goals to determine what business processes can help realize operative goals. They include specific, day-to-day operational tasks needed to run a business and that help drive scalability and business growth. Key organizational goals can also include employee and management performance, productivity, profitability, innovation, market share and social responsibility goals. There are two view-points in these issues. Such as; Classical View Point and Human Relations View Point

Classical View Point: This view point focuses more on the organisations and stresses on formal structure of jobs and work schedules to satisfy individual and organizational needs. Financial incentives are important contributors that affect organizational output.

People work to earn money to satisfy their individual goals. Satisfaction of organizational goals is, thus, the means to satisfy individual goals. If, however, there is conflict between individual goals and organizational goals, preference should be given to organizational goals, i.e., individual goals should not supersede the goals of the organisation.

Human Relations View Point: This is an improvement over the classical view point that changed the focus from work place conditions to human side of the organisation. The focus changed from job to workers who performed those jobs. ‘Production-oriented’ approach was substituted by ‘people-oriented’ approach. It emphasizes the importance of factors that affect human behavior in organisations. It recognises that employees’ behaviour is not affected by job conditions alone. Internal reactions to the job situation also affect their behaviour. This approach emphasizes on the fact that “management does not do, it gets others to do”. When focus of management is human beings and human relations, the morale of workers goes up and productivity and efficiency of the organizations increase. “Human relations refer to the ways in which managers interact with their subordinates.” Managers should know the factors that motivate the employees so that good human relations are developed in the organizations.

1.3 Setting work goals and plans

Setting goals at work is an interesting balancing act. On one hand, your workplace goals must support the company mission. On the other hand, they must be your own. Otherwise, goal-setting is just rote, check-the-box exercise. An additional complication is that certain companies (and managers) are better at helping their employees set and achieve work goals than others. If your manager genuinely understands the power of goal alignment and setting and achieving career goals, you have a great opportunity to use the conversation working towards your career growth.

- Points to keep in mind before setting goals at work and filling out that goal sheet.
 - ✓ Get clarity on your team's structure
 - ✓ Talk to your boss. What can you do to make their job easier and make them look good?
 - ✓ Focus on what you can control and have a plan for the rest
 - ✓ Go beyond immediate tasks and think of the big picture
 - ✓ Get clarity on what goal achievement would look like
 - ✓ Schedule periodic check-ins
 - ✓ Ask for support if you need it
 - ✓ Do a periodic comparison of your annual goals with your to-do list
 - ✓ Track your accomplishments

Remember that setting goals for work is best when it is an ongoing practice. Do yourself a favor and treat it as a conversation that never stops. Every time you get a new assignment, ask your manager to clarify expectations. What do they hope to accomplish through your work? Where do they anticipate difficulties? What is the timeline, and why is this project important? After the project is wrapped up, have a conversation to debrief and talk about what went well and what could have been done better. Many professionals are apprehensive of performance discussions, but the truth is that you can only get better if you know what skills and habits need more work. Keep the communication lines open, and you will set yourself up for more interesting work and a faster career progression in no time.

1.3.1. Employee goal setting

Employee goal setting is the process of setting specific, measurable and role-oriented objectives that employees work towards while at your company. Typically, employee goals are a collaborative effort between a manager and a direct report. They take into account the employee's personal growth targets, requirements of their future desired role and resource availability. The idea is to use these work goals to measure performance throughout their time at

your organization, evaluate development progress and suggest any upskilling or ongoing education which may be necessary to reach these goals. They can be short or long-term and any rewards for completing them should be scaled to their impact.

A. Benefits of setting goals for employees

Leveraging goal setting to support talent development can lead to a myriad of benefits including:

- Boosted employee engagement
- A competitive advantage
- Improved retention rates

B. Challenges of setting employee goals

While the benefits of employee goal setting are clear, there are also a number of challenges that can prevent you from realizing the benefits. The challenges of setting employee goals can include:

- Unclear objectives
- No alignment between goals and overall company strategy
- Unrealistic or unattainable expectations
- No method for tracking progress

C. Types of employee goal setting frameworks

Depending on how you structure hierarchy and promotion within your organization, you may need or want to organize employee goals in a specific way to realistically manage expectations around advancement and responsibilities.

Here are a few types of employee goal setting structures that you can leverage:

Objectives and key results (OKRs): are used by individuals, teams or entire organizations to set actionable challenges and assign measurable outcomes. When a goal is determined, both the objective and key results are clearly defined to give the goal setter(s) a coherent path to follow. The objective is a high-level goal that sets concrete expectations for a specific project. Key results are data points or activities along the way which track how a team or individual plans to achieve the objective.

Management by objectives (MBOs): is a goal setting strategy designed to improve both employee and company performance and boost engagement through a rewards-based system. With this model, the manager and direct report work together to identify achievable employee targets which are in alignment with the greater goals of the organization.

Achieving these goals is typically rewarded, either monetarily or through other forms of recognition such as an award or promotion. MBOs can also be used to set organizational or department-wide goals.



Figure-2: Management by Objective Examples

SMART goal setting: SMART stands for specific, measurable, achievable, relevant and time-bound. It's common to also include efficacy and feedback (SMARTER) at the end of the acronym to illustrate the importance of evaluation in objective-setting. The SMART framework was designed to provide clear steps to assist individuals and organizations alike in achieving their goals.

Example of a SMART goal. Let's look at an example of a SMART goal:

S — I want to gain the skills and experience necessary to become the HR Director at my company.

M — I will need to complete training courses X, Y and Z and hold the role of HR manager before I can advance to the director level.

A — I have the basic skills and experience necessary, as well as access to continuing education through my employer that will help me reach this goal.

R — I am succeeding in my current role as HR Specialist, and this career path fits within my larger life goals, and the goals of my company.

T — I will aim to fill the role of HR Manager and complete my master's degree in the next 5 years. This will put me on track to becoming HR Director in 8 years.

1.4 Workload Prioritization, planning and implementation

Workload management is a multi-step process that helps you plan, schedule, and distribute work across your team. It optimizes how work is assigned and helps your team stay on track.

To ensure a successful project, you must plan in detail before any actual work begins. That starts with properly managing your team's workload, which can be the difference between a project delivered on time and budget and one that encounters scope creep and schedule chaos. Enter workload management a layered approach to delivering successful projects.

Workload management provides a framework and proven process to address these, including:

- Utilizing resources effectively
- Optimizing project schedules
- Managing time and workload expectations
- Keeping projects on track and within budget

Workload management provides a realistic plan (with prioritized tasks and attainable deadlines) that helps you deliver projects on time and within budget.

1.4.1.Importance of workload management

Workload management helps you prioritize tasks more efficiently, improve the balance of work across your team, and create more accurate **project schedules**. As a result, your team has the capacity and confidence to deliver quality work. Workload management also:

Prevents burnout: When team members are over in a study on burnout and its relationship to workplace stress by the Institute of Work and Health, researchers found that overwhelming workloads were one of the factors that lead to burnout. Tired employees with an unbalanced workload are less likely to finish work and more likely to be playing catch-up. "Overall, a stressful work environment is a stronger driver of burnout than burnout is a driver of more stressful work," says **(Dr. FarazVahidShahidi,)** who published a paper on the study.

The burnout formula

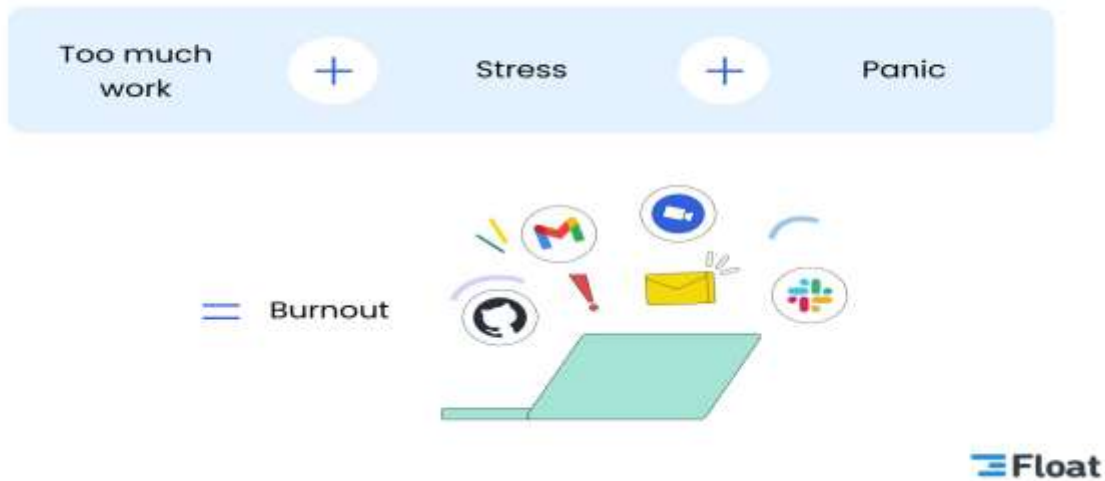


Figure-3: Burnout formula

Makes the best use of limited resources: Whether you are a stocker filling shelves at a supermarket or a web developer fixing bugs in code, your productivity is finite. There is only so much a person can accomplish in one day before they grow tired and their effectiveness wanes.

“The evidence in this paper is a useful reminder that job stressors are the driving force behind burnout, and if we modify those aspects of the work environment, we may make headway towards reducing and even preventing burnout symptoms.” - **Dr. FaraShahidi** allocated, it's hard for them to do their best work. Constantly feeling under pressure and tied to unrealistic deadlines can ratchet up the stress levels and lead to burnout.

Distributes work fairly: Team workload management is essential for the fair and equitable distribution of work. The most efficient workers will likely be involved in multiple projects during workload planning. That presents a golden opportunity for others on the team to prove themselves. The best way to create balance is by giving team members tasks matching their skills and capacity—which is easier with workload management.

Reduces employee turnover and improves work-life balance: Effective team workload management reduces human error and saves your company money at the organizational level. It also increases employee retention, as people are happier when they are not overworked and under pressure. Just ask anyone who has set boundaries for a healthy work-life balance.

1.4.2. Steps to build an effective workload management process

We've devised a step-by-step method you can implement to create a workload plan for your team. All the essentials are covered—identifying jobs, capacity planning, prioritizing, and task management. Here's how it works.

Step 1: Create a work breakdown structure:

Raise your hand if you've ever jumped into a project only to find your team feeling overwhelmed and understaffed. It's not uncommon to get a little overzealous and take on a project without understanding the entire scope.

Step 2: Check your team's capacity

Capacity planning is critical to team workload management. It enables you to identify if an employee can take on a new project or if their schedule is already full.

A benchmark resource utilization rate to aim for is 80% when calculating capacity. This target allows a 20% buffer for other tasks that can't be planned ahead of time. It also gives your team time to attend to ad hoc tasks like responding to emails and following up with clients.

“Team capacity can provide valuable knowledge in guiding what the team can and can’t do.” - Michael Luchen

Step 3: Assign tasks to team members based on skill, availability, and capacity

If you have the capacity to take the project on, it's time to assign tasks to team members with the right skills. There are various ways to assign tasks:

- Use a spreadsheet
- Use a project management tool
- Use a resource management tool like Float

Here are some other things to keep in mind when assigning tasks:

Share dependencies with your team: It's essential to identify and track all project dependencies, so team members know what tasks they need to do and when to do them. Are there tasks that have subtasks? What are the tasks that can't start before another is finished first? Sharing dependencies helps your team avoid bottlenecks and lets them see where they fit within the bigger picture.

Involve your team members: It's easy to put a deadline on a task and walk away thinking everything will get done in time. Asking your team if their workloads can be cleared within the set times ensures they don't feel the tasks are a burden and helps avoid missed deadlines.

Step 4: Monitor schedules and project progress

Finally, always keep an eye on employee performance and be willing to change things up if necessary. Monitoring employee workload and utilization rates in real time can help flag any issues and avoid burnout. For example, if you track your team's utilization rates and notice someone above 80%, you can quickly take action and reassign some tasks to someone else.

Self-check 1	Multiple Choice and Written test a
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Name..... ID..... Date.....

Time allowed: 1:20 hours

Instruction-I Choice best Answer (2pts each)

1. What is a general expression used to describe unvarying repetition of one or more consistent tasks to be performed at fixed or regular time intervals? A. Task routine B. Schedule C. Work loaded D. All
2. -----is always managed under certain prescribed rules or standards by one individual or organization. A. SMART B. Burnout C. Schedule D. None
3. Which view point focuses more on the organisations and stresses on formal structure of jobs and work schedules to satisfy individual and organizational needs? A. Classical View Point B. Human Relations View Point C. Production-oriented' approach D. All
4. Goals that are required to achieve a desired outcome is -----
A. Official B. Operative C. SMART D. Individual
5. Workload management provides a framework including one of the following.
A. Utilizing resources effectively C. Optimizing project schedules
B. Managing time and workload expectations D. Keeping projects on track and within budget

Instruction-II: Write Short Answer (40%)

1. List and discuss kind and importance of schedule (10pts).-----

2. State the all steps of schedule preparation (5pts).-----

3. Explain the difference between Individual and organizational goal(8pts).-----

4. List and discuss about traits of effective organizational goals(5pts).-----

5. What is different between organizational and employee goal in that organization.(7pts)

6. Discuss about types of employee goal setting (5pts).-----

Note: Satisfactory rating 50 points Unsatisfactory - below 50points

you can ask you teacher for the copy of the correct answers.

Operation Sheet -1

Procedures of preparing schedules

A. Tools and equipment

- I. Pencil and Pen
- II. Ruler
- III. Sheet Paper
- IV. Computer

B. Steps to preparing schedules

Step 1: Identify Available Time

Step 2: Schedule Essential Actions

Step 3: Schedule High-Priority Activities

Step 4: Schedule Contingency Time

LAP TEST-1

Performance- Test.

Name..... ID.....

Date.....

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within **2:45** hours. The project is expected from each student to do it.

Task-1 : Perform weekly schedule for primary Cooperative depending up on their activities
(40min)

Task-2 : Prepare I year schedule for Multipurpose Cooperative Union, which contains quarterly.
(1:20 hour)

Task-3: Show by role play how workload management used for any organization.(45min)

LG #5	LO #2- Perform routine tasks
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Instruction sheet
<p>This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:</p> <ul style="list-style-type: none"> • Organizational requirements Versus timely task completion • Factors affecting routine works • Use of technology to perform routine tasks • Task progress communication <p>This guide will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:</p> <ul style="list-style-type: none"> ✓ Identify organizational requirements Versus timely task completion ✓ Describe factors affecting routine works ✓ Use technology to perform routine tasks ✓ Explain Task progress communication
Learning Instructions:
<ol style="list-style-type: none"> 1. Read the specific objectives of this Learning Guide. 2. Follow the instructions described below. 3. Read the information written in the information Sheets 4. Accomplish the Self-checks 5. Perform Operation Sheets 6. Do the “LAP test”

Information Sheet 2

2.1 Organizational requirements Versus timely task completion

2.1.1. Organizational requirements

The goal of any organization is to be successful to fulfill its purpose. To achieve this success, an organization requires certain things of its people. Motivation plays an important part in achieving this. In the business world, success is determined by profit margins and that sort of thing. In government work, achievement is based on preset goals or objectives. If we accomplish what we set out to accomplish, we're successful and we're more successful if we accomplish more than we set out to accomplish.

Some examples of organizational requirements are:

- The organization's vision, goals, objectives and priorities
- Business and performance plans
- Systems, processes and requirements for quality assurance
- Specific change initiatives
- Legal requirements, for example, occupational health and safety and anti-discrimination legislation
- Standards (such as for ethical behavior) and protocols
- Confidentiality and security requirements
- Defined resource parameters.

2.1.2. Timely task completion(Work-planning)

Work-planning is the process of determining what an office intends to carry out for the term of a work cycle (i.e. annual or biennial budget calendar). Work-plans should be constructed within the guidance and focus of a strategic plan and should contain the operational details that illustrate exactly what services will be delivered and to what level of quality. **There are 5 main Elements of work-planning**

Element 1: Work-plan objectives: Work-plan should outline the primary objectives of the team. Where there is an overall strategic plan for the office level the overall objectives should be directly derived from the source – but only those that apply to the work-planning time period.

Objectives that apply to a future time period should be omitted. The work-plan should clearly articulate what areas of focus are most important for the upcoming work year or budgetary cycle.

2.1.3. Methods to Determine and Write Organizational Objectives

When organizational objectives are clearly outlined in an existing strategic plan, you carry those objectives pertinent for the given year directly from the strategic plan to the work-plan. In other cases, organizational objectives need to be derived from a higher-level relevant workplan, such as that of the division or larger programme, or region, or project team.

In some cases, the management team or a working group will identify a set of objectives that capture the focus for the coming year.

Whatever the source, the larger objectives need to be translated to concepts and actions relevant to your target group/unit. In the any organization we use the SMART methodology to write objective statements. SMART stands for:

- Specific – target a specific area or change
- Measurable – quantify or at least suggest an indicator of change or progress
- Achievable – specify goals that are reachable
- Realistic – state what results can realistically be achieved, given available resources
- Time-related – specify when the result(s) expect to be achieved

Element 2: Core services: Your work-plan objectives will clarify the upcoming areas of focus and desired achievement within a given work cycle. How those objectives will be achieved occurs through the delivery of an organization’s core services. The work-plan should then clearly outline the core services offered to clients by an office, specifying exactly what will be delivered within the core services for the upcoming year or biennial budget cycle. For each service, articulate the specific focus for the service area. Example: Coordinate aid workers: improve timeliness of deployed staff. **Two methods of core Services**

1. Project-based Core services
2. Process-based Core services

Core services are delivered in one of two methods: ‘**project-based,**’ whereby an office delivers services via projects with start dates and end dates and with specific deliverables integrated in the project; or ‘**process-based,**’ whereby an office delivers services via ongoing work processes that continually operate.

Project-based services: A project includes a timeline, interim milestones, human resources, budget resources, and specific deliverables. Projects are managed through timeliness, adherence

to budget, and the quality of outputs. Within the work-plan, list and describe the key projects and deliverables in the coming budget year. It is not necessary to list every sub-project; instead focus on those that are most significant, which could be by strategic alignment, size of resource investment or relevance to the satisfaction of the office’s mandate or clients. The critical details to capture for core projects are as follows:

- Project Name
- Project Description
- Core Service Alignment
- Start Date
- End Date
- Main Milestones/Dates
- Human Resources (who/how many)
- Budget Resources (anticipated)
- Deliverables/Outputs
- Project Beneficiaries/Clients

For each key project, identify the performance measures for how success will be determined. Ideally, a project performance measure captures the level of quality of the deliverable or satisfaction of the beneficiary. Other interim performance measures may include whether the project is on-time, on-budget, and/or on-quality, relative to the original project plan.

Process-based services: Processes are also often called ongoing activities. As it is a continuous set of activities, a process is best described through identifying the following:

- Suppliers (those who provide inputs of any kind)
- Inputs (what it needs to function or acts on)
- Internal Processes (the steps it goes through)
- Outputs (what it produces)
- Clients (those who receive and use the outputs)

Describe objectives for the key processes of the office in the coming budget year. It is not necessary to list every task (e.g. making photocopies); instead focus on the most significant core work, which could be by strategic alignment, size of resource investment, or relevance to the office’s core mission.

Process performance measures captures success as the level of quality of the ongoing service. This can be measured, for example, through client satisfaction; whether services are timely; whether services are delivered within budget; and whether services meet client needs or change criteria. The critical details to capture for key processes are as follows:

- Process Name
- Process Description, or description of the element of the process that is the focus of the objective
- Human Resources (who/how many)
- Budget Resources (anticipated)
- Process Outputs or change indicators
- Process Clients or measures of the satisfaction by the beneficiaries

Element 3: Strategic and internal initiatives: You may also need to identify strategic initiatives that represent special efforts focused on internal improvement. Initiatives may come directly from a higher-level strategic plan that contains initiatives owned or under the responsibility of the Department or Office that involve every division, section, unit and team in some aspect within the coming year or biennial budget cycle. You may also consider taking up initiatives confined to your management area that are designed to improve internal operating processes, staff capabilities, knowledge management, and financial management. The critical details to capture are as follows:

- Initiative Title
- Initiative Description
- Objective Alignment (if strategic plan exists)
- Start Date
- End Date
- Main Milestones/Dates
- Human Resources (who/how many)
- Budget Resources (anticipated)
- Deliverables/Outputs
- Initiative Clients

Element 4: Identifying Work-plan Risks: Risk management is the identification and mitigation of risks that would hamper the execution and/or expected results of a work-plan. Work-plan risks are categorized in two ways:

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1. Possible/known risks from the external operating environment

- ❖ What might happen in the context of the political arena, economics, social issues, technology, the environment/climate, legalities, security/safety, regulations, or other factors present in the location?

2. Possible/known risks in the internal environment

- ✓ What might happen in the context of funding, human capital, processes, projects, service quality and service timeliness?

Risks intersect a work-plan in the following two ways:

A. Risks affecting core services

- ✓ Which could prevent the successful execution of key projects?
- ✓ Which could prevent the successful execution of key processes?

B. Risks affecting strategic or internal initiatives

- Which could prevent the successful execution of initiatives?

2.1.4. Waysto develop a risk management approach in work-planning

1. Identification: Risks can be identified via surveys, management team brainstorming, the media, or other sources (e.g. expert sources). Risk identification should be an ongoing activity.

2. Prioritization: Rank the risks according to 1) their likelihood of occurring and 2) the potential negative impact on the work-plan. The highest scoring risks should then be clearly identified as either drivers of work-plan objectives, as considerations for key services (projects or processes), or as threats to initiatives. Not all risks should be included in a risk management plan, as many may not be likely or impactful. Also, not all risks can be clearly identified, as it is impossible to ‘know what one does not know.’

3. Mitigation: For the prioritized risks, a mitigation plan outlines either a) what will be done to prevent or minimize the likelihood, and/or b) what would be done in the future to minimize its impact if the risk occurs.

4. Monitoring: An annual risk management plan review may be sufficient to both refresh the risks and to update the mitigation plans. However, many risks are event-dependent. So, it is important to review a particular risk at the point when it might occur, to ensure the mitigation plan is put into action. This could involve developing a special calendar that reminds managers or leaders to check on the status of a particular risk.

Element 5: Manage by the work-plan

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The most important step in work-planning is to ensure it is used as a management tool. A good work-plan and an effective operational review process will drive organizational focus, ensure individual accountability and drive desired results. Operational meetings represent the most common and effective practice whereby managers and team members routinely review and discuss the performance of core projects and/or processes. Ideally, the performance measures should support the conversations with data and trends.

➤ **Set the frequency of the operational review meetings.**

- ✓ This will be dependent on the pace of activity related to the core projects or processes. Weekly, bi-weekly or monthly frequency may be appropriate.
- ✓ Once the frequency is determined, it is helpful to make the meetings ‘standing’, so that they occur on the same day of the week/month.

➤ **Determine how to structure the operational review meetings.**

- ✚ Effective review meetings last between 1 to 2 hours.
- ✚ The agenda is set based on which projects or processes need to be discussed.

Properly prepare and provide the needed information, updated and complete prior to each operational review meeting:

- Overall status of the core project or process
- If a project, status of being on-time, on-budget, and on-quality.
- If a process, status of quality of delivery.
- Available data for performance measures (displayed in a trend chart)
- Requests or suggestions for management to consider or to make a decision.

The above preparation points are important as they ensure consistency in the meeting, a focus on the operations as defined in the work-plan and a view toward driving results.

2.2 Factors affecting routine work

Task routine (**routine work**) is used in various fields of management. For example, in project management task routine is used to determine a step-by-step sequence of tasks (with definite start and end points) that must be followed in the same order by the team to properly perform a standardized process or procedure. In business management it refers to a series of logically related activities (such as planning, manufacturing, sales) joint together and performed by employees to produce a definite set of business results, such as sales increased, products manufactured, investments made, etc. Task routines are planned and performed under rules of effective task management. It means that for creating an example of task routine you need to define a goal per task, set priorities, sequence tasks, assign resources, etc.

2.2.1. Factors affecting routine works.

There are numbers of factors affecting routine works. These are: Resource availability, Project complexity, Task dependencies, Team experience, Deadline, Project priority, Material availability.

Resource availability: The less resources allocated to the project, the lengthier the project schedule is.

Project complexity: If the project has complex and never undertaken tasks, then surely the project manager must accommodate that fact in his project schedule.

Task dependencies: There are many tasks that cannot be started before others are finished, there are also some tasks that have to start together. Tasks dependencies will dictate the sequence of tasks and will also dictate the project's need for resources at any one point.

Team experience: If the project team is weak or has no experience on similar projects, then the project manager must account for that in his project schedule and must pad his estimates.

Deadline: Quite often, the stakeholders impose a specific deadline (for example, we need the project to be finished on November to be able to Launch on Christmas or New Year). A "hard" deadline will great affect the project schedule, as the project manager will probably over-allocate resources and will also probably make them work on weekends and holidays in order to meet the deadline.

Project priority: If the project has low priority in the company, then the project manager will not be able to claim the resources he really needs to finish the project in a condensed timeframe, he will only get a fraction of his needs, as most resources will be assigned to high priority projects.

Material availability: For example, in a construction project, you need sand, but the sand is not available until the third month of the project, so the project manager needs to create the project schedule accordingly and ensure that there are no idle resources waiting for the sand to arrive in these first 3 months.

2.3. Use of technology to perform routine tasks

There are advantages to embedding technology-supported instruction in cooperative learning. Cooperative learning may be distinguished from traditional “direct transfer” models of instruction in which the instructor is assumed to be the distributor of knowledge and skills.

To understand technology-supported cooperative learning, you must understand the nature of cooperative learning, the theoretical foundations on which it is based, the research validating its use, the distinctions between cooperative learning and other types of instructional groups, and the basic elements that make cooperation work.

2.3.1. Types of Cooperative Learning

There are four types of cooperative learning that may be used in combination with instructional technology: formal cooperative learning, informal cooperative learning, cooperative base groups, and academic controversy.

Formal cooperative learning is students working together, for one class period to several weeks, to achieve shared learning goals and complete jointly specific tasks and assignments. Such as decision making or problem solving, completing a curriculum unit, writing a report, conducting a survey or experiment, reading a chapter or reference book, learning vocabulary, or answering questions at the end of a chapter.

Informal cooperative learning consists of having students work together to achieve a joint learning goal in temporary, ad-hoc groups that last from a few minutes to one class period.

Cooperative base groups are long-term, heterogeneous cooperative learning groups with stable membership. The purposes of the base group are to give the support, help, encouragement, and assistance each member needs to make academic progress (attend class, complete all assignments, learn) and develop cognitively and socially in healthy ways. Base groups meet daily in elementary school and twice a week in secondary school (or whenever the class meets). The fourth type of cooperative learning is academic controversy, which exists when one student’s ideas, information, conclusions, theories, and opinions are incompatible with those of another, and the two seek to reach an agreement.

2.4.Task progress communication

The prepared work schedule are checked against to the strategic plan and approved by **appropriate Personnel**. So that major organizational tasks checklists have been listed under the following main headings:

- ❖ Plans and Programmed
- ❖ Financial Management
- ❖ Book-keeping and Accounting
- ❖ Office Management
- ❖ Meetings
- ❖ Staff Management
- ❖ Member Education and Information
- ❖ Training and Development
- ❖ Share Capital, Savings / Deposits and Loans and Collections
- ❖ Risk Management
- ❖ Financial Statements
- ❖ Strategic Management and Planning

Plans and programmes: Adherence to a thorough and integrated planning process enables the Board, management and staff to perform better in serving the members and achieving business growth. The Board's and the Manager's roles differ but are complementary:

- a) Determination of objectives and policies – The Board
 - ✓ Formulate long and short-term objectives for the cooperative;
 - ✓ Decide on general policies in the society's various fields of operation; and
 - ✓ Strategic planning, tactical planning, action planning and contingency planning.
- b) Planning cooperative activities – Manager
 - ❖ Plan the cooperative's trading operations and prepare staff and facilities for these operations; Prepare plans for projects outside the routine operations of the cooperative and assess their feasibility;
 - ❖ Decide on the implementation of new projects.

Financial Management: Disciplined management of the financial resources of the cooperative is essential to business survival and healthy growth. Key components of this function are:

Management of working capital – Treasurer and Finance Manager

- Determine the need for working capital;

- Identify internal and external sources of funds;
- Prepare annual budgets;
- Approve the budgets. Follow up by comparing budgeted and actual results monthly; and
- Take remedial action and revise budgets as necessary.

Management of cash – Senior Teller and Finance Manager

- ❖ Estimate the need for cash and prepare cash budgets; and
- ❖ Follow-up on cash budget continually, taking remedial action when necessary.

Management of fixed assets – Accountant /Finance Manager

- ✚ Estimate the total requirement for different sorts of fixed assets according to the volume and structure of business;
- ✚ Acquire the fixed assets needed;
- ✚ Utilize the fixed assets for the maximum benefit of the society;
- ✚ Maintain and repair fixed assets as needed;
- ✚ Plan and implement replacement of fixed assets;
- ✚ Keep a register and depreciation schedule of fixed assets.

Cost control – Accountant /Finance Manager

- ✓ Design and put into practice a system of cost accounting for selected operations and products;
- ✓ Identify excessive costs and take any necessary action for cost reduction.

Office Management: Effective office administration is a major pillar for high employee productivity. The Manager is directly accountable to the Board and the Members for efficient office management. This entails:

Organization of office work

- Obtain suitable office equipment;
- Maintain the office equipment;
- Plan the work to be done, delegate specific tasks to office staff and supervise their implementation;
- ✓ Keep the office clean;
- ✓ Keep the society's books in safe custody.
- ✓ Record keeping
- ✓ Prepare reports as required in bye-laws and regulations;
- ✓ Maintain required records of shares, bonds, mail, inventory, etc.

- ✓ Filing
- ✓ Set up and maintain a suitable filing system;
- ✓ File correspondence, reports, staff records, minutes, etc.

Meetings : The Chairperson, Board Secretary and Manager share collective responsibility for the efficient conduct and meaningful results from the many meetings held by the organization. These are core tasks requiring individual proficiency:

Board meetings

BEFORE and DURING the meeting:

- ✚ Decide on the timing of the monthly Board meeting – (Chairperson in consultation with Secretary and other board members);
- ✚ Prepare an agenda for the meeting;
- ✚ Notify Board members as to date, time and place of meeting;
- ✚ Prepare all relevant reports for Board members;
- ✚ Prepare venue;
- ✚ Conduct the meeting;
- ✚ Take minutes of the meeting;
- ✚ Record all decisions taken.

AFTER the meeting:

- Execute any decisions taken by the Board;
- After the meeting, follow-up on decisions and actions taken;
- Submit minutes to Board members and others as required;
- Follow-up on the decisions of the previous meeting and actions taken.

General meetings

Preparation BEFORE the meeting;

- Decide on the date and place of the meeting;
- Prepare an agenda;
- Publish notice of meeting notifying members as to its date, time and place;
- Prepare meeting

Activities DURING the meeting:

- Make sure there is a quorum in accordance with the by-laws;
- Conduct the meeting;
- Take minutes of the meeting;

- Ensure a fair nomination process is adhered to;
- Follow the standing orders to guide the meeting;
- Ensure that members participate freely at meetings.

Activities immediately AFTER the meeting:

- + Produce minutes and distribute to all the relevant parties as required;
- + Execute all decisions taken by the general and board meetings;
- + Carry out a post-event analysis to identify ways of improving future meetings.

Strategic Management and Planning

This connotes the process by which the cooperative determines its purpose, objectives and desired levels of attainment, decides on actions for achieving those objectives in an appropriate time-frame, implements the actions, and assesses progress and results. It is a major activity that should engage the Board of Directors and management in deciding on the strategic direction of the cooperative so that the organization can remain relevant in an everchanging dynamic environment.

Strategic management and planning seeks to answer three main questions for the organization:

- a. Where are we now?
- b. Where are we going?
- c. How are we going to get there?

The strategic planning process answers these questions by undertaking key activities:

- + Situation assessment – internal and external assessment.
- + Clarification of vision, mission and objectives.
- + Crafting strategies.
- + Determining type of resources and organizational structure.
- + Implementation of plans.
- + Monitoring progress.
- + Making adjustments to plans where necessary.

Self-Check – 2

Matching, Choice, and Written test

Name..... ID..... Date.....

Instruction--I: Matching (2pts each)

Ans.	S/N	A	B	
	1	Work-plan should outline the primary objectives of the team.	A	Project-based services
	2	Desired achievement within a given work cycle	B	Identifying Work-plan Risks
	3	A project includes a timeline, interim milestones, human resources, budget resources	C	Strategic and internal initiatives
	4	Special efforts focused on internal improvement	D	Manage by the work-plan
	5	Risk management is the identification and mitigation of risks	E	Work-plan objectives
	6	The most important step in work-planning is to ensure it is used as a management tool	F	Core services
	7	The less resources allocated to the project, the lengthier the project schedule is.	G	Team experience
	8	project manager must account for that in his project schedule and must pad his estimates	H	Project complexity
	9	Surely the project manager must accommodate that fact in his project schedule.	I	Task dependencies
	10	Dictate the project's need for resources at any one point.	J	Resource availability

Instruction--II:Multiple choices (2pts each)

1. What is plays an important part in achieving organizational goal?
A. Accuracy B. Clarity C. Process D. Motivation
2. In the business world, success is determined by ----- and that sort of thing.
A. Plan B. Profit Margins C. Meeting D. Leader
3. Which one are organizational requirements?
A. The organization's vision, goals, objectives and priorities,
B. Business and performance plans,
C. Systems, processes and requirements for quality assurance, D. All
4. -----is the process of determining what an office intends to carry out for the term of a work cycle. A. Vision B. Mission C. Work-planning D. Assessment
5. One is not AFTER the meeting:
A. Execute any decisions taken by the Board;
B. After the meeting, follow-up on decisions and actions taken;
C. Submit minutes to Board members and others as required; D. none
6. Preparation BEFORE the meeting;
A. Decide on the date and place of the meeting B. Prepare an agenda
B. Publish notice of meeting notifying members D. All
7. Which one are not activities **DURING the meeting**?
A. Make sure there is a quorum in accordance with the by-laws;
B. Conduct the meeting;
C. Take minutes of the meeting
D. Execute any decisions taken by the Board
8. The process by which the cooperative determines its purpose, objectives and desired levels of attainment----- A. Strategic Management B. Strategic Planning C. A & B D. Evaluation
9. What is a major activity that should engage the Board of Directors and management in deciding on the strategic direction of the cooperative? A. Strategic management and planning
B. Supreme Organ C. Board directors D. Monitoring
10. Which questions seeks to answer by Strategic management and planning for the organization:
A. Where are we now?
B. Where are we going?
C. How are we going to get there?
D. All are answer

Instruction--III: Short Answer Questions

1. Explain key activities which the strategic planning process undertaking to answer questions.(6pts) -----

2. List and discuss 5 main elements of work-planning.(10pts)-----

3. State how to develop risk management approach in working planning.(6pts)-----

4. Explain the factors affecting routine works of the project schedule(10pts).-----

5. Identify the role of following pairs of positions.(8pts)
 - a. The Board's Directors and the Manager's roles
 - b. Management and Controlling Committees
 - c. Treasurer and Finance Manager
 - d. Senior Teller and Accountant

Note: Satisfactory rating - --80 points Unsatisfactory - below 80 points

You can ask you teacher for the copy of the correct answers.

LG #6	LO#3-Review and Organize work performance
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Instruction sheet

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

- Factors Affecting schedule of tasks
- Work performance factors in cooperatives.
- Methods of Monitoring and Evaluation of Routine tasks.
- Opportunities of improvement in cooperation

This guide will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:

- Describe factors Affecting schedule of tasks
- Identify work performance factors in cooperatives.
- Discuss methods of monitoring and evaluation of Routine tasks.
- Identify opportunities of improvement in cooperation

Learning Instructions:

- Read the specific objectives of this Learning Guide.
- Follow the instructions described below.
- Read the information written in the information Sheets
- Accomplish the Self-checks
- Perform Operation Sheets
- Do the “LAP test”

Information Sheet 3

3.1. Work performance Factors in cooperatives.

Performance of management in cooperatives is crucial in order to improve prosperity. Performance management is not only measured by the success of the business but also the ability to improve the welfare of members. Performance as a result of business activity does not stand alone but by several factors. Qualities of management, member participation, support employees, the environment are examples of factors that affect the performance and success of cooperatives. The failure of cooperatives often occur due to the quality of management is weak, the participation of members less, support employees who are weak and environmentally counter-productive.

Cooperative understanding can use three approaches, namely normative, legalistic, and positive. Based on normative, cooperative is a spirit that provides cooperative decision instructions. Legalistic states that cooperatives are business entities that have legal entity status. The positivism sees cooperatives as business entities that are inseparable from economic rules. The performance of cooperatives is affected by several factors. For instance Vander Walt through a research on failed cooperatives in Africa indicated that the debility of management, lack of education, the conflict between members and lack of capital were the most important factors affecting cooperative's failure. Van Niekerk considered the debility of management as the most important reason for failure of cooperatives.

There are several contributing factors that lead to cooperatives' performance. Strategic planning, members' participation, human capital, structural and relational capital are among the identified factors. Strategic planning is a process of carrying out the firms' mission, vision, objectives and goals of the organization. Every board of directors must understand the strategic planning they have in their organization to ensure that their business runs, moves toward achieving their objectives.

3.2. Methods of Monitoring and Evaluation of Routine tasks.

Monitoring and Evaluation (M&E) is a continuous management function to assess if progress is made in achieving expected results, to spot bottlenecks in implementation and to highlight whether there are any unintended effects (positive or negative) from an investment plan, programme or project ("project/plan") and its activities.

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A monitoring and evaluation (M&E) plan is a document that helps to track and assess the results of the interventions throughout the life of a program. It is a living document that should be referred to and updated on a regular basis. While the specifics of each program’s M&E plan will look different, they should all follow the same basic structure and include the same key elements. The processes of planning, monitoring and evaluation make up the Result-Based Management (RBM) approach, which is intended to aid decision-making towards explicit goals. Planning helps to focus on results that matter, while M&E facilitates learning from past successes and challenges and those encountered during implementation. Elements of an M&E system – which if developed together with all key stakeholders will encourage participation and increased ownership of a project/plan - are:

- a. Result Frameworks or log-frames (“RF”),
- b. The M&E plan, which contains a description of the functions required to gather the relevant data on the set indicators and the required methods and tools to do so.
- c. The various processes and methods for monitoring (such as regular input and output data gathering and review, participatory monitoring, process monitoring) and for evaluation (including impact evaluation and thematic, surveys, economic analysis of efficiency (see FEA); and
- d. The Management Information System, which is an organized repository of data (often georeferenced) to assist managing key numeric information related to the project/plan and the analysis

3.2.1. Types of monitoring

Monitoring is a continuous management function and has different types. Such as: Process monitoring, Compliance monitoring, Context monitoring, Beneficiary monitoring, Financial monitoring, Organizational monitoring, and Results monitoring.

Process monitoring: This is often referred to as ‘activity monitoring.’ Process monitoring is implemented during the initial stages of a project as its sole purpose is to track the use of inputs and resources, along with examining how activities and outputs are delivered. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact.

Compliance monitoring: Just as the name suggests, the purpose of compliance monitoring is to ensure compliance with donor regulations, grant, contract requirements, local governmental

regulations and laws, ethical standards, and most importantly compliance with the expected results of the project. The need for compliance monitoring could arise at any stage of the project life cycle.

Context monitoring: Context monitoring is often called ‘situation monitoring.’ It tracks the overall setting in which the project operates. Context monitoring helps us identify and measure risks, assumptions, or any unexpected situations that may arise within the institutional, political, financial, and policy context at any point during the project cycle. These assumptions and risks are external factors and are not within the control of the project, however, context monitoring helps us identify these on time to influence the success or failure of a project.

Beneficiary monitoring: This type of monitoring is sometimes referred to as ‘Beneficiary Contact Monitoring (BCM)’ and the need for this may arise at any stage of the project cycle. Its primary purpose is to track the overall perceptions of direct and indirect beneficiaries in relation to a project. It includes beneficiary satisfaction or complaints with the project and its components, including their participation, treatment, access to resources, whether these are equitable, and their overall experience of change. Beneficiary monitoring also tracks stakeholder complaints and feedback mechanism.

Financial monitoring: The main purpose of financial monitoring is to measure financial efficiency within a project. It tracks the real expenditure involved in a project in comparison to the allocated budget and helps the project team to form strategies to maximize outputs with minimal inputs. This is often conducted in combination with ‘process’ and ‘compliance’ monitoring and is crucial for accountability and reporting purposes.

Organizational monitoring: As the name suggests, organizational monitoring tracks institutional development, communication, collaboration, sustainability and capacity building within an organization and with its partners and stakeholders in relation to project implementation.

Results monitoring: This is where monitoring entwines with evaluation. It gathers data to demonstrate a project’s overall effects and impacts on the target population. It helps the project team to determine if the project is on the right track towards its intended results and whether there may be any unintended impacts.

3.2.2. Types of evaluation

Evaluation is a document that helps to track and assess the results of the interventions throughout the life of a program. It is a living document that should be referred to and updated on a regular basis. It has different types according to project stages. These are: Formative evaluation, Process evaluation, Outcome evaluation, Summative evaluation, Impact evaluation, Real-time evaluation, Participatory evaluation, Thematic evaluation, Cluster or sector evaluation, and Meta-evaluation

Formative evaluation: This is generally conducted before the project implementation phase. But depending on the nature of the project, it may also continue through the implementation stage. Its main purpose is to generate baseline data to investigate the need for the project, raise awareness of the initial project status, identify areas of concern and provide recommendations for project implementation and compliance.

Process evaluation: It is conducted as soon as the project implementation stage begins. It assesses whether the project activities have been executed as intended and resulted in certain outputs. Process evaluation is useful in identifying the shortcomings of a project while the project is still ongoing to make the necessary improvements. This also helps to assess the long-term sustainability of the project.

Outcome evaluation: This type of evaluation is conducted once the project activities have been implemented. It measures the immediate effects or outcomes of the activities in the target population and helps to make improvements to increase the effectiveness of the project.

Summative evaluation: This occurs immediately after project conclusion to assess project efficacy and the instant changes manifested by its interventions. Summative evaluation compares the actual outcome data with baseline data to determine whether the project was successful in producing the intended outcomes or bringing about the intended benefits to the target population. It provides evidence of project success or failure to the stakeholders and donors to help them determine whether it makes sense to invest more time and money for project extension.

Impact evaluation: Impact evaluation assesses the long term impact or behavioral changes as a result of a project and its interventions on the target community or population. It assesses the degree to which the project meets the ultimate goal, rather than focusing on its management and

delivery. These typically occur after project completion or during the final stage of the project cycle. However, in some longer projects, this can be conducted in certain intervals during the project implementation phase, or whenever there is a need for impact measurement.

Real-time evaluation: Real-time evaluation is undertaken during the project implementation phase. It is often conducted during emergency scenarios, where immediate feedback for modifications is required to improve ongoing implementation. The emphasis is on immediate lesson learning over impact evaluation or accountability.

Participatory evaluation: This type of evaluation is conducted collaboratively with the beneficiaries, key stakeholders and partners to improve the project implementation. Participatory evaluation can be empowering for everyone involved as it builds capacity, consensus, ownership, credibility and joint support.

Thematic evaluation: Such type of evaluation focuses on one theme across a number of projects, programs or the whole organization. The theme could be anything, ranging from gender, migration, environment etc.

Cluster or sector evaluation: Just as the name suggests, this evaluation is implemented by larger development and humanitarian sectors, including a group of different organizations, programs or projects that are working on similar thematic areas. It assesses a set of interconnected activities across different projects and entities. As a result, it strengthens partnerships within these key sectors, while improving their coordination, accountability, predictability, and response capacity.

Meta-evaluation: This is used to assess the evaluation process itself. Meta-evaluations could be useful to make a selection of future evaluation types, check compliance with evaluation policy and good practices, assess how well evaluations are utilized for organizational learning and change, etc.

3.3. Opportunities of improvement in cooperation:

Developing a work climate that encourages coworkers to collaborate to run effectively and achieve its objectives is critical. Unfortunately, this does not happen spontaneously in most organizations, so you must make an effort and take steps to assist in developing and maintaining cooperation in the workplace. Cooperation at work can take various forms. It refers to the extent to which employees are involved in decision-making, how management and employees

collaborate to solve problems, and how all company levels collaborate to achieve common objectives. Read on to learn about the variety of activities and initiatives that management and employees can do to increase workplace cooperation.

Enhance workplace culture: For coworkers to cooperate successfully, the firm's leadership must try to make cooperation one of the company's core values. Employees must see that the firm's leadership collaborates to achieve goals as a team. In addition, when teams succeed in cooperating to achieve their goals, the company's leadership must publicly recognize them. Leaders must create a climate where people are not hesitant to express their ideas to increase teamwork truly. Leaders must foster an environment that encourages and rewards the sharing of ideas. To improve cooperation, the mission statement must emphasize teamwork and collaboration.

Maintain an open line of communication: Your best attempts to create a sense of belonging within a team will be in vain unless open communication is established. You may encourage this type of interaction by keeping a clear line of communication open between employees and you or other management staff. This is the only method to make sure everyone feels comfortable discussing their ideas to improve in a group. In addition to maintaining open communication and being accessible, you should organize frequent meetings where employees can express their issues. This enables you to work to resolve problems before they can emerge, thus saving time.

Provide resources that are necessary to cooperate: The organization must provide the essential resources to the workgroups to improve communication. This involves providing comfortable workspaces where teams can cooperate easily. If the teams are dispersed across the country, the company must provide services such as video conferencing to collaborate remotely. Also, the company should provide its staff with an online collaboration platform to use for internal communication. Using this platform, employees should be able to communicate effortlessly across departments using various techniques since it is a critical tool for improving cooperation.

Make connections between coworkers: One of the most significant aspects of workplace cooperation is the first connection phase. Employees are less willing to cooperate with strangers. Leaders should make first introductions and offer areas for employees to communicate and get to know one another, for example, by introducing new hires, revising and re-sharing organizational charts regularly, and establishing shared spaces like employee hangouts.

Employees are more likely to seek assistance from other colleagues when they know their existence and have formed a connection with them. Leaders provide a support structure and a pool of resources for their employees by functioning as social connectors.

Organize regular team-building exercises: One of the most effective strategies to increase cooperation skills is to host frequent team-building events. Many team-building games are intended to improve communication, delegation, problem-solving, and negotiation skills, all of which are necessary for cooperation. These activities provide attendees a common goal to strive for and need players to cooperate to achieve it. These challenges can be used to prepare for workplace partnerships. Non-competitive team activities are also beneficial. Teammates gain a deeper understanding of one another and develop rapport through spending quality time together. Team trips and rituals are common experiences that form the basis of friendship. Simple events as team supper can promote connections among employees and boost efficiency in workplaces. By conducting regular team-building exercises, you communicate with your employees the power of workplace cooperation and give them various opportunities to enhance their connections with coworkers.

Encourage a culture of learning and teaching: Employees at many effective firms rely on one another for support and opinions, and they interact with themselves rather than merely talking to the boss. Promoting learning and teaching culture is one strategy to increase coworkers' interdependence. Employees ask each other questions and demonstrate how to complete tasks or processes in these contexts.

Coworkers collaborate to develop ideas, give suggestions for each other's work, and share resources. Employees can sometimes act as mentors for one another and keep an eye on each other's work to see where they might improve.

There are numerous strategies to foster an instructional environment inside the workplace. For example, instituting a peer-review procedure in which coworkers assess work before it is forwarded to management. Alternatively, different employees can be assigned to provide informational presentations at meetings. Managers can also make a habit of highlighting employees' skills and recommending that other colleagues consult them on these areas of expertise. These practices legitimize peer-to-peer coaching and provide employees a greater sense of accountability over their coworkers' progress.

Set an example of positive cooperation: Leaders set the tone for their employees' behavior. If leaders preach cooperation but clash with colleagues, employees will likely struggle to interact effectively as well. Setting a good example for your employees by modeling positive cooperation is a fantastic thing to do. Negative behaviors, like as gossiping or venting about other leaders, should be avoided, while positive habits, such as openly applauding colleagues, should be practiced. Rather than creating an Us versus. They approach excellent leaders to treat cooperating departments as an extension of the business.

Establish a platform to acknowledge colleagues: Employees are more likely to aid other coworkers who think highly of them. Facilitating peer-to-peer praise is a great method to spread compassion and thanks while also encouraging harmony and cooperation. There are many, many ways to recognize coworkers. For example, putting a "congrats" jar in the break room for coworkers to fill with anonymous praises and reading the notes out during meetings, or incorporating a subject on a monthly self-assessment like "which coworker are you thankful for?"

Develop methods for resolving conflicts: Disagreements will arise with employees, and conflicts can boost cooperation if they're ready to deal with them. Leaders should devise a method for swiftly identifying and resolving conflicts among coworkers. The method should ideally be in place before any disagreements develop. Having a pre-made conflict model can help reduce delays, lower stress, and get employees back on track to achieving common goals. Setting expectations early and proactively avoiding confrontations takes a lot of effort. Therefore, setting ground rules and clear, agreed-upon principles can increase accountability and reduce the time it takes to resolve a problem.

Gather feedback from employees: One of the most simple and reliable workplace cooperation strategies is to collect feedback from employees. They are a valuable source of ideas about improving the organization and are likely to have thoughts on what the problems are and how to encourage cooperation. Even if respondents don't have specific suggestions, surveys might reveal roadblocks to cooperation, such as employees' shyness or communication barriers. Gathering feedback from employees also conveys a message to employees that management listens to and values their opinions and gives them more control over the decision-making process.

Establish performance management that rewards cooperation: Nothing puts coworkers against one another like a performance-management system that only recognizes individual successes. A system that recognizes and rewards cooperation can help to reinforce a cooperative

culture. To build a cooperative culture, performance management must be collaborative and quantify cooperative behavior.

Motivate employees to interact outside of the workplace: Employees are focused on the duties at hand when they are in the workplace, so there is little opportunity for coworkers to bond personally. People need to get to know each other outside of the office to cooperate at the workplace. It doesn't have to be a major outing; it might be a movie trip, a casual lunch, or a post-work drink. Participating in a social event will help break down barriers in the office and enhance cooperation by allowing coworkers to build trust and feel more comfortable collaborating.

Collectively celebrate achievements: Employees that work together succeed together. Celebrating personal and professional accomplishments fosters a sense of shared purpose and triumph and encourages employees to cooperate toward common goals. These celebrations can take the form of declaring achievements in meetings and receiving a standing ovation or organizing a party or outing to recognize achieving a goal. The celebrations can be for professional achievements like getting a big account or increasing sales or personal achievements like finishing school or having a baby. Sharing happiness fosters togetherness and motivates employees to look out for one another's best interests.

Build the Best Workplace Culture with Top Talent: Cooperation in the workplace improves efficiency and employee morale, resulting in higher productivity and profitability. Use the methods listed above to promote cooperation in your workplace - but it all starts by sourcing the right talent. Talenteria offers recruitment marketing features and a career site builder, enabling you to attract and hire best-fit employees. Contact us today to learn more about what we can do for your organization.

Self-Check – 3

Matching and Written test

Name..... ID..... Date.....

Instruction-I: Matching (2pts each)

Ans.	S/N	A	B	
	1	Process monitoring	A	Organize regular team-building exercises
	2	Context monitoring	B	Formative evaluation
	3	Beneficiary monitoring	C	Situation monitoring
	4	Conducted before the project implementation phase	D	Outcome evaluation
	5	Conducted once the project activities have been implemented.	E	Provide resources that are necessary to cooperate
	6	Undertaken during the project implementation phase.	F	Set an example of positive cooperation
	7	The firm's leadership must try to make cooperation one of the company's core values	G	Activity Monitoring
	8	The organization must provide the essential resources to the workgroups to improve communication.	H	Enhance workplace culture
	9	One of the most effective strategies to increase cooperation skills is to host frequent team-building events	I	Real-time evaluation
	10	Leaders set the tone for their employees' behavior.	J	Beneficiary Contact Monitoring (BCM)'

Instruction-II: Answer all the questions listed below. (45%)

1. Identify and discuss how the following factors affecting work performance of Cooperative. (8pts)
 - a. Qualities of management,
 - b. Member participation,
 - c. Support employees,
 - d. The environmental condition

2. The different most important factors affecting cooperative's failure according to Vander Walt research. What are those factors and Discuss how they are causes of Cooperative's failure? (5pts)-----

3. Explain the three approaches of Cooperative understanding about work performance. (6pts)

4. Explain how to Monitor and Evaluate cooperatives' work activities in your Worada or Zone (10pts)

5. Discuss the different between Monitoring and Evaluation. (8pts)

6. From different types of Monitoring and Evaluation, choice two for each and discuss about it and why it's your choice? (8pts)-----

Note: Satisfactory rating - 65 points Unsatisfactory - below 65 points

You can ask you teacher for the copy of the correct answers.

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