

EVALUATION OF THE PROCESSES TO THE SOLIDARITY ORGANIZATIONS OF AGRICULTURAL AND LIVESTOCK PRODUCTION

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Abstract: *The proposal of the present investigation is the evaluation of the administrative and financial processes to the Savings and Credit Cooperatives under supervision of the Superintendency of Popular and Solidarity Economy, whose objective is "Evaluate the Administrative and Financial Processes" to determine the levels of efficiency, efficiency and economy, which allows adequate decision making.*

The evaluation was carried out based on the information provided by members of the financial entities, in addition to the application of surveys, the identification of the processes, description of each of the processes by means of flow charts, monitoring and measuring the extent to which the desired results and the improvement of the processes were achieved through the preparation of a manual of administrative and financial processes, which will allow the cooperatives to take advantage of their human and financial resources.

In addition, in the financial part, the horizontal and vertical analysis of the financial statements was carried out with the application of their respective indicators and the conclusions and recommendations were determined so that they contribute to the improvement of the cooperative processes of the financial and solidarity sector, through an Adequate decision making.

Key Words: *Evaluation, Processes, Financial and Solidarity Sector, Management by processes.*

1.- INTRODUCTION

At present, every organization or Cooperative needs to define policies aimed at the efficiency, effectiveness and economy of administrative and financial processes, in order to improve its strategic planning, internal control, internal policies, structural organization chart and the level of performance in the evaluation of its processes, methods to be applied and establish procedures that are related to the best control of the accounting system and the credits granted by the Cooperative.

The starting point to apply the knowledge for the optimization of management in the Production Cooperative, which will be the support for a contextual management of processes and logically improve the accounting system, with a focus on determining the objective reality of the Cooperatives, factors that allow the growth and strengthening of the administrative and financial aspect, which involve the authors to work with a view to achieving the objectives set by the financial entities controlled by the SEPS, allowing managers to be more familiar with both administrative and financial aspects, generate greater confidence for decision-making because, This analysis will provide useful, adequate and timely information.

This research benefits the cooperative sector, in the correct decision making, its staff and partners generating a real change in administrative and financial aspects, cementing the action to the transformation and eliminating Old paradigms within the administration that in many of the

cooperatives are managed empirically and through them the opportunity to present management models in accordance with the principles of modern and technological administration.

2.-DEVELOPMENT

Concept of Administrative Process

"The administrative process is a means of integrating different activities to implement the business strategy. After defining the business objectives and formulating the strategy that the company intends to develop - analyzing the environment surrounding the company, the task to be performed and the technology to be used, as well as the people involved, the business action that will implement the selected strategy must be managed. In the administration of business action comes into play the administrative process to plan, organize, direct and control the activities of the company at all levels of action.¹

According to the author Robbins, (2009. p.6) Management is also considered as a process to get things done efficiently, through other people and together with them. Good management involves achieving goals as efficiently as possible.

The administrative process is of vital importance in an institution since its activities must be interrelated with each other to meet its objectives therefore it helps through the process to the institution to make good decisions for its benefit.

Application of the Administrative Process

"It is necessary to distinguish two moments of companies. Creation of the company. The general manager develops the business concept and elaborates investment projects based on the available resources and the markets that are intended to cover, so that once elaborated, the decisions that allow planning, organizing, integrating, directing and controlling a new company are made. This moment is called theoretical or ideal enterprise design. The administrator or sometimes the owner - when he has training - applies the entire Administrative Process. Unfortunately, many entrepreneurs are launched to invest their assets without foreseeing or planning the development of the company, which puts their capital at risk and makes the administration of the companies in operation, if they survive, complex.

Companies in operation. They are very complex, because the ideal model was raised in the design finally faces reality and deviations are generated that must be corrected on the fly. Someone said that: "correcting the course of a company is equivalent to changing a tire in poor condition of a car in full motion".

- **Top Management**

Its fundamental tasks are the design of the organization, the planning of its strategy, the evaluation of total performance, the elaboration of integral solutions, decision making and the setting of action. It is applied more to the vision-planning stage to conceptualize and set the major goals, objectives, paths of action in terms of policies, programs, resources to be used and evaluation of the overall results.

- **Middle managers**

The middle managers are responsible for translating the plans to their functional areas: finance, production, marketing and human resources and, therefore, they use planning to define their procedures and generate the controls that allow planning to define their procedures and generate the controls that allow them to act within the established norms; they also organize their areas and direct them and integrate their personnel according to the guidelines of the management and the area in question. The strategy of senior management to its area and operations, among other tasks.

- **Operational Levels**

The operational level carries out plans and procedures within budgeted resources, in compliance with rules and policies. It operates within the organization (structure of positions and functions) pre-established by the higher levels. Generates everyday information through reports or data capture; In

¹ Yanel White. (2012). Comprehensive Audit – Rules and Procedures. p. 39



some cases, this level is empowered to make some decisions within a certain position or discretionary criterion.

Although the Administrative Process is a theoretical concept that serves all levels, in reality it is applied differently according to hierarchies or managerial levels, and in a concrete way in each functional area."²

The application of the administrative process in the entity is of vital importance because if a process is not applied in an entity the proposed objectives cannot be achieved, there must be a process at the three levels of the entity which are: The Senior Management in which the planning of their strategies is made, Middle Managers are responsible for planning, control and operational analysis in finance, sales, production and human resources. And the Operational Level is carried out in the execution of operations and the reproduction of information according to the control system.

Administrative and Financial Evaluation

Administrative evaluation

"Management evaluation is the action of estimating, appreciating, calculating or pointing out the value of something. Evaluation is the systematic determination of the merit, value and meaning of something or someone based on criteria against a set of standards.

Financial Evaluation

The financial evaluation can be considered as that theoretical exercise through which they try to identify, assess and compare among themselves the costs and benefits associated with certain project alternatives in order to help decide the most convenient. The financial evaluation considers, in its analysis, all the financial flows of the project, distinguishing between "own" and "borrowed" capital.³ The administrative and financial evaluation helps us is the management by which it is done to verify that everything is well according to your planning.

Administrative Management

The page <http://gestionyadministracion.com/empresas/gestio-administrativa.html>; (01-02-2018, 11H00 am), "Administrative Management in a company is one of the most important factors when it comes to setting up a business because the success of that business or company will depend on it".

According to the site <http://www.univalle.edu.ecom/plandesarrollo/3-2-gestion-administrativa.html>; (01-02-2018, 11H10 am), "The evolution of the Institutions implies the transformation of administrative management, as well as changes implies the transformation of administrative management, as well as changes in internal relations and with the environment. It is necessary to make structures more flexible, make them lighter and promote schemes that ensure greater commitment from all the dependencies of the institution, streamlining internal processes"

Given the above concepts, it can be deduced that administrative management contributes greatly to the development of the corporate image of the entity, also provides ideas to improve both administrative and financial service resulting in the optimization of resources, human, material and economic.

Financial management

According to Fainstein, Héctor and Abadi:(2009. p.45)" Financial management (or management of movements of funds) refers to all processes that consist of obtaining, holding and using money, whether physical (notes and coins) or through other instruments, such as cheques and credit cards. Financial management is what turns vision and mission into monetary operations."

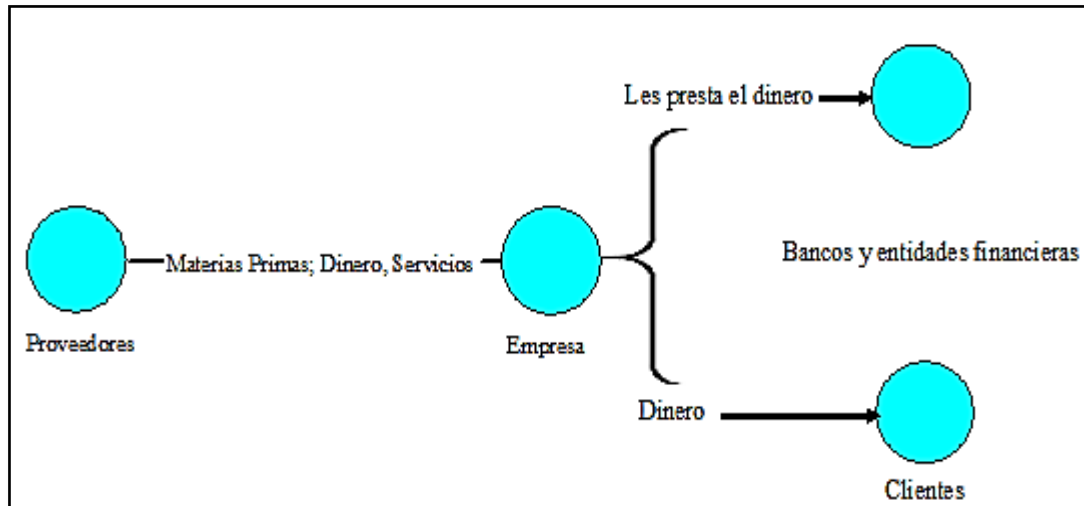
The page <http://www.knoow.net/es/cieeconcom/.htm> (01-02-2018, 13H00 pm), in a simple and clear way, states NÚÑEZ, Paulo financial management: "It is one of the traditional functional areas of management, found in any organization, competing with the analysis, decisions and actions related to the financial means necessary for the activity of said organization. Thus, the finance function integrates all tasks related to the achievement, use and control of financial resources."

² Sergio Hernández and Gustavo Rodríguez. (2012). Administration. Mexico. Mexican Editorial. p. 168

³ <http://todosobrepoyectos.blogspot.com/2009/01/tipos-de-evaluacion>. (22-02-2014, 10H0 am)

Financial Management refers to the acquisition, management and correct use of the economic funds of an Institution, so it is important to bear in mind that administrative management is closely linked to financial management in the way that if we intend to achieve the Institutional objectives it will be necessary to guarantee financial stability.

Figure 1: Financial Management (Processes)



Source : [Ehttp://www.monografias.com/trabajos65/gestion-financiera/gestion-financiera.shtml](http://www.monografias.com/trabajos65/gestion-financiera/gestion-financiera.shtml)

Prepared by: The Authors

• Characteristics

Below are the following:

- It is responsible for certain specific aspects of an organization that vary according to the nature of each of these functions, which are: investment, financing and decisions about the organization's dividends.
- It is the area of administration that takes care of the financial resources of the company.
- It focuses on two important aspects of financial resources such as profitability and liquidity.
- It seeks to make financial resources lucrative and liquid at the same time.

Process Management

According to (Costa, Desarrollo Organizativo, 2009)," starting from a process-based management approach facilitates the capture of the following benefits:

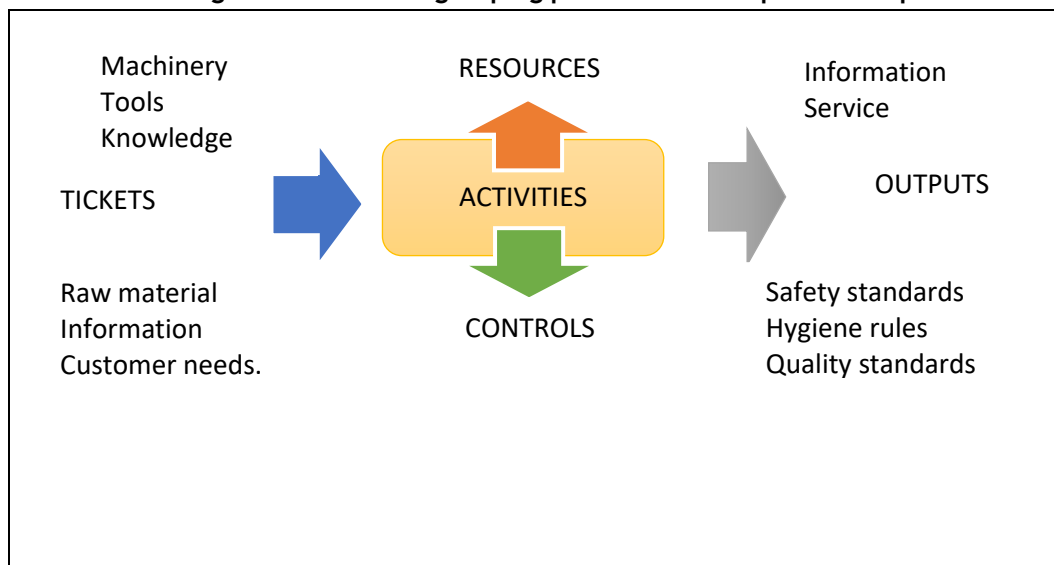
- ❖ Center the organization with respect to the customer and market.
- ❖ Align the set of activities enhancing the generation of organizational synergy.
- ❖ Define the effectiveness and efficiency of the processes established criteria for measuring and evaluating the performance of the organization.
- ❖ Involve people in terms of the responsibility of their activity with respect to the whole organization.
- ❖ Implement systematic continuous improvement, both coordination between functions and operational improvement."

The basic elements of a process are as follows:

- ✓ **Tickets.** - They are the materials or information coming from the internal or external environment.
- ✓ **Outputs.** - They are the result of transformation, that is, they are goods or services (information) generated by the process.
- ✓ **Controls.** - They are the rules, procedures, policies that the process must comply with.

- ✓ **Resources.** - They are the inputs or mechanisms necessary to develop the activities of the process.

Figure 2: Model for grouping processes in the process map.



Source: Process elements. (Modified, Quinteros Lewis, 2009)

Prepared by: The Authors

The European Model of Business Excellence (EFQM) (European Foundation Quality Management.)

This model offers a non-prescriptive framework that recognizes that management excellence within any organization can be achieved in a sustained manner through different approaches. In this line, the model is based on the fact that excellent results with respect to the performance of the organization, customers, people and society (in short, the different stakeholders) are achieved through leadership that directs and promotes policy and strategy, the people of the organization, alliances and resources, and processes.

Process Management Model

An organization to apply a management model must take into account four major steps:

- A. The identification and sequence of processes.
- B. The description of each of the processes.
- C. Monitoring and measurement to know the results they obtain.
- D. The improvement of processes based on the monitoring and measurement carried out.

The application of this model following the four steps facilitates its understanding of each of the processes according to the ISO 9000 family of standards, but also allows aligning the actions by an organization with the different criteria and subcriteria of the EFQM model of Excellence, according to which approaches should be addressed for the design and systematic management of processes and the introduction of the necessary improvements in the Processes.

A. The identification and sequence of processes.

• The process map

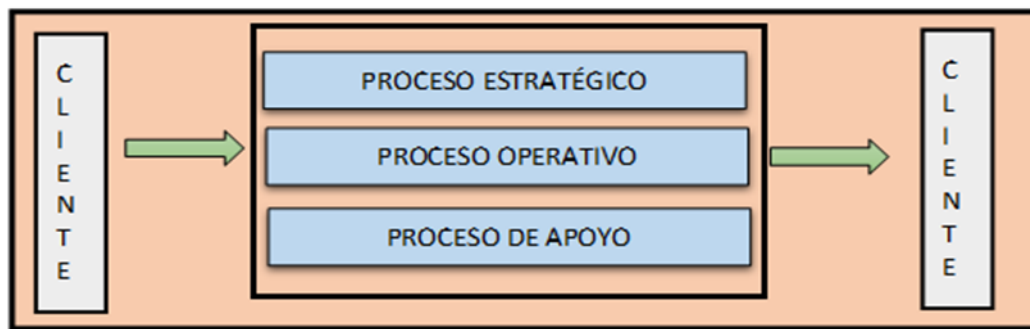
The first step in applying a process-based approach in an organization, within the scope of a management system, is precisely to reflect on which processes should configure the system, that is, which processes should appear in the process structure of the system.

Once the identification and selection of the processes has been made, the need arises to define and reflect this structure in a way that facilitates the determination and interpretation of the interrelationships between them.

The most representative way to reflect the identified processes and their interrelationships is precisely through a process map, which is the graphic representation of the structure of processes that make up the management system.

The grouping of processes within the map allows analogies between processes, while facilitating the interrelation and interpretation of the map as a whole.

Figure 3: Model for process clustering



Source: Beltrán S. Jaime Guía para una gestión basada en proceso, Instituto Andaluz de Tecnología, 2002, pàg.9

Prepared by: The Authors

- **Strategic processes:** are those processes that are linked to the scope of the responsibilities of the management and mainly, to the long term. They refer mainly to planning processes and others that are considered linked to key or strategic factors.
- **Operational processes:** These are those processes directly linked to the realization of the product and / or the provision of the service.
- **Support processes:** These are those processes that support operational processes.

B. The description of the processes

The process map allows an organization to identify processes and know their structure, reflecting the interactions between them. However, the map does not allow us to know what the processes are like "inside" and how they allow the transformation of inputs into outputs.

The purpose of the description of a process is to determine the criteria and methods to ensure that the activities it comprises are carried out effectively, as well as the control thereof. This implies that the description of a process must focus on the activities, as well as on all those relevant characteristics that allow the control of the same and the management of the process.

C. Process monitoring and measurement

Monitoring and measurement are, therefore, the basis for knowing what is being obtained, to what extent the desired results are achieved and where improvements should be directed.

In this sense, the indicators allow to establish, within the framework of a process (or a set of processes), that it is necessary to measure to know the capacity and efficiency of the same, all aligned with its mission.

D. Process improvement

The data collected from the monitoring and measurement of processes must be analyzed in order to know the characteristics and evolution of the processes. From this data analysis you can obtain the relevant information to know:

1. Which processes do not achieve the planned results.
2. Where there are opportunities for improvement.

When a process does not achieve its objectives, the organization must establish the necessary corrective actions to ensure that the outputs of the process are compliant, so that the process achieves the planned results.

It can also happen that, when a process is reaching the planned results, the organization identifies an opportunity for improvement in that process because of its importance, relevance or impact on the overall improvement of the organization. This can apply the following steps detailed below:

- **Plan:** The planning stage involves establishing what is required to be achieved (objectives) and how it is intended to be achieved (planning of actions). This stage can be decomposed, in turn, into the following sub-stages:

- ✓ Identification and analysis of the situation
- ✓ Establishment of the improvements to be achieved (objectives)
- ✓ Identification, selection and programming of actions.

- **Do: In this stage, the** implementation of the planned actions according to the previous stage is carried out.
- **Verify:** At this stage, the implementation of the actions and their effectiveness to achieve the planned improvements (objectives) are checked.
- **Act:** Depending on the results of the previous check, at this stage the necessary corrections are made (adjustment) or the improvements achieved are converted into a "stabilized way" of executing the process (update).

For the improvement of processes, the system used in an organization can achieve a change in productivity, costs, speed, service and quality, efficiently applying the tools and techniques focused on institutional analysis and process activities.⁴

3.- DISCUSSION

The methodology to be used in this research is composed as follows:

The evaluation will collect, systematize and analyze the information related to the Administrative and Financial processes that are developed in the agricultural and livestock production cooperative. Then for the development of the evaluation was applied the model of management of business excellence processes, process approach, also the analysis the descriptive method used to collect, organize, present, summarize, generalize, the results of the observations, and the SWOT matrix, the same that helps the collection and systematic presentation of data to give a clear idea of a certain situation, in which the processes of the financial products offered by the production cooperatives are detailed.

Then comes the execution process, where the flowcharts of both administrative and financial processes are prepared to accurately justify the problems encountered during the evaluation process. This research will be developed through the following methodology.

1. Identification and sequence of processes
2. Description of current processes
3. Process improvement proposal" (business excellence, 2013)

Situational Diagnosis of Agricultural and Livestock Production Cooperatives

Nowadays, financial institutions are increasingly dedicated to raising funds from their members, clients through savings books and certificates of fixed-term deposits and the granting of emerging credit, consumption and microcredit, promoting the progress and development of the community. The enormous need to evaluate its processes for the improvement of its management both at the institutional level, as well as at the level of its different departments.

This is the case of the Cooperative s of Production and, given its great magnitude has shown for some years serious problems related to: the process that is carried out within the s Cooperative of Production, is not the most suitable, which makes it more meritorious that the "**Evaluation of administrative and financial processes** is carried out. " to determine the levels of efficiency, effectiveness and economy that allow an adequate decision making, and therefore issue the respective recommendations that allow correcting the current problems and contribute to the fulfillment of their objectives.

SWOT Analysis of Agricultural and Livestock Production Cooperatives

⁴ Jaime Beltrán, Miguel Carmona, Remigio Carrasco, Miguel Rivas and Fernando Tejedor. (2009). Guide to process-based management.p.13 to 50.

Table 1. SWOT Matrix

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Most cooperatives have their own facilities and adequate for their proper operation. • Most cooperatives are covered in agricultural and livestock areas where credit is urgent. • Extended opening hours, because they attend until late and also on weekends. • Accessible credits for customers. • Good attention to the partner. 	<ul style="list-style-type: none"> • The poor structuring of the process manual and outdated. • There is evidence of inadequate internal control of the cooperative's processes by its managers. • The cashier area does double functions since it has to perform tasks that do not correspond to it such as the process of customer service and credit officer. • Limited staff training. • Little promotion and publicity of the services offered inside and outside the market area.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The new Law of Popular and Solidarity Economy, generates an opportunity in terms of the obligation to comply with the law and its general regulations that involve education, training, expectations of improving levels of development, growth and quality of service. • Be immersed in the financial market and seek strategic alliances with other entities. • Low interest rates to attract customers. 	<ul style="list-style-type: none"> • Greater regulation of the new Law of Popular and Solidarity Economy and its regulations, and Financial Code that may become part of the imposition of a regulation plan. • The visits that the SEPS according to the audit plan to measure the level of operational risk • Competition from strong and solvent production cooperatives.

Fuente : SEPS 2022

Prepared by: The Authors

Internal Analysis

- **The Strengths:** These are the special capabilities that the Production Cooperatives have and that allows them to have a privileged position against the competition.
- **The Weaknesses:** They are those factors that cause an unfavorable position against the competition, resources that are lacking, skills that are not possessed, activities that are not developed positively. As internal elements of the Production Cooperative, they can be regulated and controlled according to its interests.

External Analysis

- **The Opportunities:** They are those factors that are positive, favorable, that must be discovered in the environment in which the company operates, and that allow to obtain competitive advantages.
- **The Threats:** They are those unfavorable situations that come from the environment and that can even threaten the permanence of the Production Cooperative.

Table 2. Internal Analysis.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Most cooperatives have their own facilities and adequate for their proper operation. • Most cooperatives are covered in agricultural and livestock areas where credit is urgent. • Extended opening hours, because they attend until late and also on weekends. • Accessible credits for customers. • Good attention to the partner. 	<ul style="list-style-type: none"> • The poor structuring of the process manual and outdated. • There is evidence of inadequate internal control of the cooperative's processes by its managers. • The cashier area does double functions since it has to perform tasks that do not correspond to it such as the process of customer service and credit officer. • Limited staff training. • Little promotion and publicity of the services offered inside and outside the market area.

Fuente : SEPS 2022

Prepared by: The authors

Table 3. External analysis.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The new Law of Popular and Solidarity Economy, generates an opportunity in terms of the obligation to comply with the law and its general regulations that involve education, training, expectations of improving levels of development, growth and quality of service. • Be immersed in the financial market and seek strategic alliances with other entities. • Low interest rates to attract customers. 	<ul style="list-style-type: none"> • Greater regulation of the new Law of Popular and Solidarity Economy and its regulations, and Financial Code that may become part of the imposition of a regulation plan. • The visits that the SEPS according to the audit plan to measure the level of operational risk • Competition from strong and solvent production cooperatives.

Fuente : SEPS 2022

Prepared by: The Authors

SWOT Matrix Analysis - Factor Assessment

For the evaluation of the internal development of the Cooperative s of Production, to measure the internal and external influences, the weighting will be as follows: each factor will have a weight, which will fluctuate between 0 to, 1 so the sum will be equal to 1.

- **Weighting of Internal Means**

Following the SWOT Matrix methodology, it becomes important to weigh and qualify each of the internal and external factors, in order to know if the Production Cooperative is strong or weak. The rating of the internal media was based on the following scale:

-
- 1 = Major weakness
- 2 = Minor weakness
- 3 = Equilibrium
- 4 = Minor Fortress
- 5 = Important Strength
-

The weighting is obtained by assigning a value (between 1 and 5) to each variable (strengths and weaknesses) based on its importance.

Table 4. Weighting of Internal Means.

PRODUCTION COOPERATIVE				
WEIGHTING OF INTERNAL MEANS				
No.	Key Internal Factors	Weighting	Qualification	Weighted result
STRENGTHS				
1	Most cooperatives have their own facilities and adequate for their proper functioning.	0,12	5	0,60
2	Most cooperatives are covered in agricultural and livestock areas where credit is urgent.	0,09	4	0,36
3	Extended opening hours, because they attend until late and also on weekends.	0,11	4	0,44
4	Accessible credits for customers.	0,09	4	0,36
5	Good attention to the partner.	0,08	4	0,32
WEAKNESSES				
6	The poor structuring of the process manual and outdated.	0,12	1	0,12
7	There is evidence of inadequate internal control of the processes of the cooperative by its managers.	0,10	2	0,20
8	The cashier area does double functions since it has to perform tasks that do not correspond to it such as the process of customer service and credit officer.	0,11	1	0,11
9	Limited staff training.	0,09	2	0,18
10	Little promotion and publicity of the services offered inside and outside the market area.	0,09	2	0,18
TOTAL WEIGHTING		1,00		2,87

Fuente : SEPS 2022

Prepared by: The Authors

Organizational analysis. - It allows to identify the key internal factors, the positive ones are strengths and the negative ones weaknesses.

- ✓ According to the rating assigned in the matrix of internal factors, it was obtained as a result: 2.87 which means that the Production Cooperative, is between minor weakness and balance, therefore, it has weaknesses to strengthen immediately.
- ✓ **Weighting of External Media**

In the same way, the environmental factors (opportunities and threats) must be weighed and qualified so that the Production Cooperative has the necessary information on the relevant external forces or variables that may affect its management.

- 1= Major threat
 2= Minor Threat
 3= Balance
 4= Minor Opportunity
 5= Important Opportunity

As in the weighting of internal means, exogenous variables (opportunities and threats) are weighted, assigning value (between 1 and 5) to each variable according to its importance.

Table 5. Weighting of External Media.

PRODUCTION COOPERATIVE				
WEIGHTING OF EXTERNAL MEANS				
No.	Key External Factors	Weighting	Qualification	Weighted result
OPPORTUNITIES				
1	The new Law of Popular and Solidarity Economy, generates an opportunity in terms of the obligation to comply with the law and its general regulations that involve education, training, expectations of improving levels of development, growth and quality of service.	0,13	4	0,52
2	Be immersed in the financial market and seek strategic alliances with other entities.	0,13	5	0,65
3	Low interest rates to attract customers.	0,12	4	0,48
4	Community Development	0,12	4	0,48
THREATS				
5	Greater regulation of the new Law of Popular and Solidarity Economy and its regulations, and Financial Code that may become part of the imposition of a regulation plan.	0,13	1	0,13
6	The visits that the SEPS according to the audit plan to measure the level of operational risk	0,12	1	0,12

7	Competition from strong and solvent production cooperatives.	0,12	2	0,24
8	Production cooperatives, strong, and solvent.	0,13	1	0,13
TOTAL		1,00		2,75

Fuente : SEPS 2022

Prepared by: The Authors

From the analysis of external media, a result of 2.75 is obtained, which allows to determine that the Production Cooperative, s e is between a minor threat and equilibrium which means that it has opportunities that can be exploited, but at the same time has threats that must be evaluated.

The SWOT analysis is a complementary tool in the internal analysis of the Production Cooperative, which allows to identify those points in which the institution is stronger and those in which it is more sensitive. The strengths and weaknesses correspond to the internal scope of the Production Cooperative, while the threats correspond to the exogenous environment.

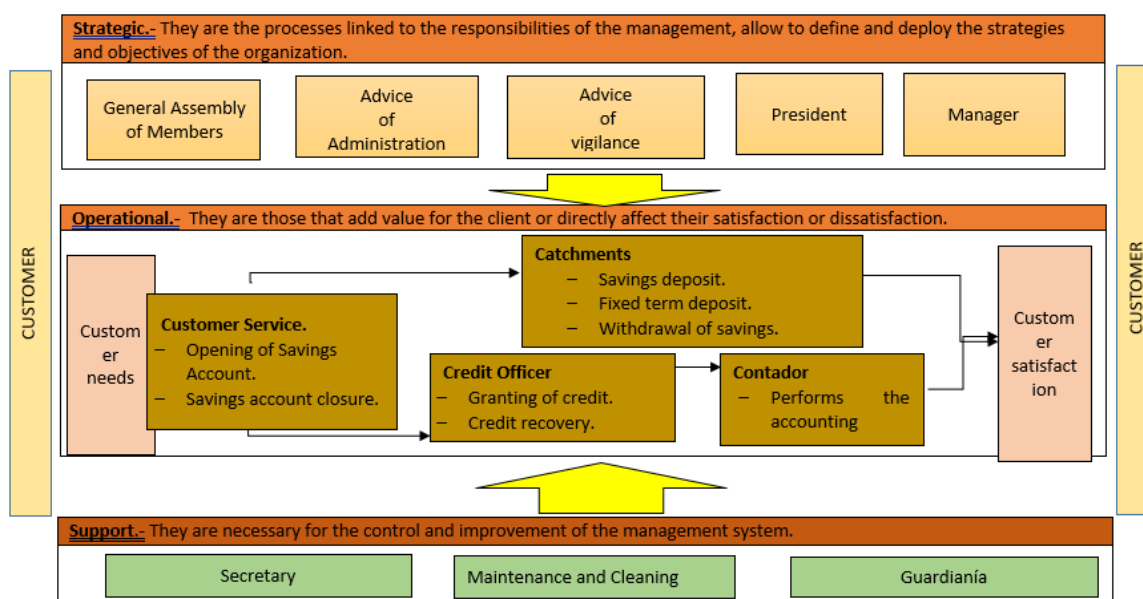
This last premise implies taking advantage of both its strengths and opportunities and trying to reduce weaknesses such as: poor structuring of the process manual, inadequate internal control of the processes of the Production Cooperative, limited staff training and little publicity of the services offered by the Production Cooperative.

Application of the Process Management Model in Production Cooperatives

The development of the entities is due to the innovation and application of a process management model, which is the main key to continuous improvement, of the Production Cooperatives, giving a real change in their processes and their sustainability.

Next, the process diagram of the Production Cooperatives for the evaluation of administrative and financial processes is elaborated with the previous data.

Proposed Process Map for Production Cooperatives



Fuente : SEPS 2022

Prepared by: Loa Autores

According to the representation of the process map, this is key to the administrative and financial process of the cooperatives, the process manual and the disposition of the highest authority of who must provide the information, and the approval that in this case of the entity of response to the application of the management model.

In each process both strategic, operational and support, there is a sub-process, all of them find the need to correctly meet the desired requirement depending on the demand that may come from any of those involved in the cooperative.

So far, we have proceeded to identify the sequence of processes followed by the Production Cooperative to optimize the administrative and financial information of the cooperative. Through the process and/or EFQM approach, the following elements will be taken into account:

- ❖ **Process output flow:** When talking about process evaluation the element that generates the whole process is the evaluation in which it involves the partner, the cashier, the manager and the credit advisor, customer service, the accountant, maintenance and cleaning and security guard of the COAC. Your output element will be what the partner requests in customer service and which is personally sent by representatives of the entity.
- ❖ **Recipients:** They are responsible for the areas, the partner who requests the information, but once their request is approved.
- ❖ **Participants:** Within the process of evaluation of the administrative and financial processes in customer service in the cooperative, intervene: Manager, Secretary, Accountant, Credit Officer, Customer Service, Cashier, Maintenance and Cleaning, Security Guard. Manages the partner's request, required information and response; those in charge of each process socialize the requirement with the highest authority or whoever corresponds; who accepts or rejects; the authority that is assigned to give the information to the partner.
- ❖ **Sequence of processes:** Outlining and identifying in the next step stands out, receiving the management of the process, the provisions when requesting the information from the designated authority, reviewing the documentation, the response to whom it corresponds to approve, with the approval.
- ❖ **Resources used in the process:** Basically it is used via telephone, documented and computer.
- ❖ **Indicator:** If applicable

Table 6. Flowchart of the administrative and financial process of Production Cooperatives

Activity	Exit	Addressee	Involved	Sequence of activities	Resource used	Indicator
STRATEGIC						
The Manager oversees the timely and proper compliance of the cooperative at the administrative and financial level.	It submits semi-annual reports and the annual report to the board of directors and supervisory on the cooperative processes.	Board of Directors and Supervisory Board	Strategic, operational and support level of the cooperative	They accept or reject the report issued by the manager.	Documents	Semi-annual or annual reports - of the administrative level and financial statements.
OPERATING						

In customer service and / or partner approaches the entity to request a savings account opening.	Inform the interested party of the requirements for the application .	Customer Support	Customer service. Interested Cashier	Accept or reject the request.	Document Computer	Number of savings account opening-total number of accounts opened
The member approaches the entity to request the closure of the savings account.	Request for closure of customer's account personal documents	Customer Service	Customer Service Manager	Accept the account closure request.	Documents Computer	Savings account closure number-total number of clients served.
CATCHMENTS						
The partner approaches the entity to be a savings deposit.	Receive the passbook and deposit slip and the money.	Catchments	Interested Cashier	Verify that all the data in are well filled and proceed to carry out the transaction and register it.	Document Computer	# Savings deposit-total daily income.
The partner goes to the entity to make the fixed-term deposit.	Receive the deposit and supporting document.	Catchments	Partner Cashier Manager	Check the form or ballot that all the data are well filled. Receive the fixed or minimum amount. Subscribe to the document (time deposit)	Documents Computer	# Fixed term deposits - total daily fixed term deposit income.
The partner approaches the entity with the money withdrawal slip.	Receive the money and the savings book	Catchments	Partner Cashier	Verify the withdrawal slip and proceed to make the transaction in the passbook	Documents Computer	# Withdrawal of money - total expenditure of daily withdrawal

				and deliver the money.		
The member approaches the cooperative to apply for a loan.	Gather the required verification and submit to the loan officer.	Credit Officer	Partner Credit Officer Credit Committee Cashier	It analyzes the documentation, and verifies the history of the partner and its status in the risk center then prepares a report regarding the request. Accept or decline the credit application. Make the disbursement and credit it to the member's account.	Documents Computer	# Credit applications-total credits granted.
Credit and Collection Officer begins the credit recovery process.	After seeing the planned controls carried out with telephone calls, etc.	Credit and Collection Officer	Credit Officer Credit Committee Cashier	If there is no response, judicial remedies are used.	Documents Computer	# Of outstanding credits - total of credits collected.
The accountant is in charge of the financial processes of the cooperative.	All the registration of the cooperative and preparation of financial statements of the same are carried out.	Contador	Contador Manager	Acceptance of well-prepared financial statements important endorsements of the for the cooperative.	Documents Computer	# Of transactions carried out in the journal - total of transactions for the preparation of the financial statements.
SUPPORT						
The secretary handles the information that takes	Take and certify the books and minutes to the	Manager	Manager General Assembly of members	They accept or reject the minutes plus processes	Documents Computer	# Requests for offices and daily, weekly, monthly

place in the sessions of the cooperative's councils and the manager.	assembly and therefore certify with your signature the documents of the cooperative and keep the information ordered and filed etc.			developed by the secretary.		reports - total documents issued daily weekly and monthly.
With his cleaning tools he is in charge of the cleaning ensures a clean environment in the cooperative.	He carries out his work with delicacy both internally and externally in the cooperative .	Maintenance and cleaning	Manager Secretary	The staff is satisfied with the work done every day.	Toiletries and cleaning utensils.	Number of implements carried out by the cleaning - total expenditure of cleaning implements of the cooperative.
The Security Guard.	It is responsible for ensuring the safety of the partners. And employees of the entity.	Security Guard	Manager Security Guard	It controls the entry and exit of members who enter the cooperative pending suspicious persons.	Weapons	Number of records used monthly inputs and outputs - total records used.

Fuente : SEPS 2022


Prepared by: The Authors

Process Monitoring and Measurement

The activities developed by the Production Cooperative, with the purpose of guaranteeing the processes and the application of the management model, contemplate responsible, resources and the demand of time to which it is necessary to monitor and measure to see what results are being obtained, are detailed below:

Table 7. Monitoring and measurement of the administrative and financial process of the Production Cooperative

Activity	Responsible	Resources Necessary	Time	Observation
Update the register of contribution certificates; ensure proper execution of accounting and signing of financial statements	Manager	Documents	2 to 3 days	
Request for information by the client and/or partner	Customer Support	Documents	5 Minutes	Lack of time to perform their work since the alone is not efficient with so much demand in their area.
Inform the partner of the process for the savings deposit.	Cashier	Computer	10 minutes	
Explanation to the member about the fixed deposit process.	Cashier	Telephone	10 minutes	
Explanation to the member about the withdrawal of money from the savings account.	Cashier	Computer	10 minutes	
Explanation to the member about applying for a loan.	Credit Officer	Telephone	2 to 5 days	Delay in the process of delivering information
Explanation of the credit recovery process.	Collection Officer	Telephone	1 to 3 days	Lack of agility and efficient personnel for the development of the collection process.
Explanation of the closure of the partner's account.	Customer Service	Computer	3hours	Inefficiency as it loses partners by the person responsible for the process
Explanation of the financial record.	Contador	Computer	4 to 6 days	
Maintain properly organized and updated the files of the management and certify the minute	Secretary	Documents	Every day	It works under the orders of the manager and with the general assembly when they meet in meetings.



books of the general assembly.				
Explanation about the process of cleaning and cleaning.	Secretary	Toiletries and cleaning tools	Every day 2 hours in the morning and afternoon.	
Explanation of the security guard process.	Manager	Safety equipment	Every day 24 hours.	

Fuente : SEPS 2022


Prepared by: The Authors

4.- CONCLUSIONS

- Production Cooperatives can model their organization with this approach, allowing the management of each process and the set of processes to achieve the desired results, which is evidenced in the proposed process map, in this way it is possible to improve efficiency and effectiveness.
- The cooperative s does not properly use its administrative and financial processes which produces a weakness in the s entityis, while if a good management of the processes is carried out will allow us to have an adequate decision making to improve the service to internal customers and external customers for the benefit and satisfaction of its partners and therefore of the same.
- The improvement of the processes requires the involvement and active participation of all the personnel working in the cooperatives, who must fully comply with the processes of each of the areas this will allow a joint work reaching the fulfillment of the strategy, operational and support perspectives we can optimize time, resource and thus being more efficient.
- Through the evaluation of administrative and financial processes, deficiencies were detected that hinder the development and strengthening of the same in the cooperative, since it was found that they work with outdated and poorly structured processes manual, therefore, compliance with the processes has not been developed efficiently for the benefit of each cooperative.

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