**AMARO- DROM**

**Strategic Planning**

2020-2024

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# EXECUTIVE SUMMERY

Union for Development and Integration of Roma Minority in Albania has developed a comprehensive strategy for the next five years. It is one of the important and fundamental tools that ensure the continuity of the organization in performing its role in order to attain the desired outcomes. The strategy has been developed in a participatory process considering the mission and the past experience of the organization.

Our strategic plan has taken into consideration all challenges that Roma community members face in order to ensure that actions proposed are consistent with the real context of Roma community in Albania. Strategic plan will create the necessary facilities for all actors and main stakeholders to be part of our goals toward a better reality for the Roma community.

Our engagement in strategic plan will include:

* A renewed commitment to target and work with the most vulnerable and marginalized members of Roma community
* Maintaining flexibility in implementation and evolution of the plan, a renewed and flexible organizational structure.

The main fields which our plan is going to cover in programme and organizational level include:

* *Programme level*

1. A stronger network with members of the Roma community in Albania.

2. Advocacy and improvement of the main intervention fields (employment, housing, health and education)

* *Organizational level*

1. Staff capacity development, reorientation toward new organizational model

2. Effective donations management and new financial resources

3. Cooperation and partnership

# INTRODUCTION

Amaro-Drom has been established since 1996 as a non-profit Albanian membership-based organization with a focus in sustainable development and integration of Roma community abreast Albanian society, while preserving Roma national identity. It operates in local and national level, in rural and urban areas with various projects in the areas of education, human rights, infrastructure, culture, art, health, traditions and customs. An essential part of our vision are Roma women and girls, where their needs for empowerment, integration and more rights have highlighted the importance of incorporating gender equality into Amaro-Drom projects and initiatives.

Amaro-Drom is aware that gender inequalities have a counterproductive effect not only on our work towards meeting organization’s goals and objectives, but also in the impact they create on staff, organizational climate and the overall well-being of the community. Thus, fulfilling gender-related responsibilities is seen as an important factor for achieving organization success.

The new strategic plan comes after a considerable experience of Amaro- Drom in advocating and protecting human rights. Training seminars, round tables, research and study cases, seminars and various conference, awareness raising, and advertising campaigns have been always part of our work.

Through the years Amaro- Drom has been part of major initiatives for improving national standards for the rights of Roma community. Through building the dialog with Government institutions, Amaro-Drom has consistently fostered political will as regard to Roma and Egyptian policies and issues, concretely: the low on national minorities, the national strategy on social housing etc.

Amaro- Drom has also supported initiative of small businesses and other activities aiming at increasing the income of the Roma community.

For this reasons objectives and priorities are product of deep analyses of context in which Amaro- Drom operates, challenges and opinions of main stakeholders including staff members of organization and management.

Since strategic plan requires cooperation between actors, resources and the adequate capacity to maximize the expected results for each objective and priority set, various activities have been proposed to guarantee the continuity of the plan.

Strategic plan 2020-2024 will reconfirm vision, mission and values for which Amaro-Drom stands, while advancing through concrete initiatives for promoting and protecting identity and human rights.

Amaro- Drom is aware that it will take several years to fully develop its vision and mission; staff capacity; and long-lasting, sustainable partnership. Some results and objectives may be reached in a week, or month and others may extend throughout the duration of the plan and beyond.

# SITUATION ANALYSIS

## *Network with members of the Roma Community- Right-holders centered approach*

Amaro-Drom works closely with the Roma community members. However, a great challenge is maintaining and creating sustainable network and partnership with them. The vulnerable position of Roma community and previous negative experiences has impacted not only their faith in institutions in local and center level, but also their faith toward civil society organizations.

Roma community members have a strong emotional attachment to their ethnic identity. Thus, integration of Roma community members and their socio-economic inclusion, without preserving and developing their ethnic identity are often seen as ineffective interventions. Amaro- Drom, being an organization developed by members of Roma community, strongly supports their identity and ethnic values, in any of its initiatives. However, we believe it’s important to promote and inform other members of Roma community, in rural and urban areas, for our mission and the importance of working in partnership for advancing their rights.

Despite successful cooperation’s between Amaro-Drom and Roma community members, we consider important to extend our network with Roma families. This requires more formal effective mechanism, which will guarantee sustainable network, based on a real client centered approach.

## *Advocacy and improvement of the main intervention fields (employment, housing, health and education)*

The Roma community can undoubtedly be described as one of the most vulnerable and stigmatized communities in Albania.[[1]](#footnote-2) A variety of factors have impacted and reinforced the vulnerable position of the Roma community, including a lack of access to basic welfare services such as education, health care, housing and employment.

The education level of the Roma community is very low. Roma have lower levels of education also compared to other communities such as the Egyptian or Ashkali communities. Lack of education is also closely related to other factors such as economic problems and discrimination. Education is seen as an essential part of overcoming many challenges that this community faces. However, perceptions of the Roma community regarding education vary. Thus, OFSA study[[2]](#footnote-3) states that some members of Roma community see education as an obstacle to their survival and something unnecessary.

The gender gap is also significantly strengthened by the low level of education and information. The lack of education and information affects the vulnerability and marginalization of the Roma community, especially Roma women, who, without being informed and educated about their rights, may be subject to abuse and exclusion.

Another important challenge for the Roma community is housing. Roma community members live in poor conditions, including lack of infrastructure and potable water. Currently, the Albanian Government assists vulnerable groups, including the Roma community, through three main social housing programs, such as social rented housing, low-cost housing, and the provision of infrastructure land. However, Roma families occupy a small percentage of the beneficiaries, also compared with the Egyptian community which comprises a larger proportion of the beneficiaries. This situation is also related to the lack of information by the Roma community on accessing services and following the procedures needed to be beneficiaries of social housing programs.

The Roma community continues to face high rate of unemployment and high presence in the informal job nd unemployment. The National Employment Service offers some employment programs for the Roma community, however the inclusion of the Roma community in these programs is low for various reasons such as poverty, lack of trust in these programs, negative experiences, exclusion or the belief that the informal market offers more earnings[[3]](#footnote-4). Whereas, [[4]](#footnote-5)UNDP study showed that Roma perceptions of unemployment were related to three main factors: lack of employment opportunities, low level of education and exclusion due to their ethnicity. Lack of employment undermines the viability of income and participation in social contributions. Almost 90% of the Roma community does not pay social security. Women are also an integral part of labor chain in the rural economy, but most women are involved in informal agricultural duties[[5]](#footnote-6). In fact, we can say that women’s involvement in agricultural is not lacking, but their influence is at a very low level. Women in rural areas are actively involved in carrying out a variety of agribusiness processes, but there is a gap between men and women in decision-making of these processes.

Roma access to health care services is also at a low level. Lack of health education, lack of health insurance and discrimination issues have a significant impact on community access to services. According to the National Action Plan for the Integration of Roma and Egyptian into the Republic of Albania, a large proportion of the Roma community does not go directly to local health centres but choose to go to hospitals to benefit from the service and often in advanced stages of the disease. However, not receiving services at local centres does not help in creating a culture of “prevention” of health problems and the importance of conducting regular health visits.

Considering the actual situation of Roma community and their access in employment, health, education and housing, Amaro- Drom believe that advocacy should be an integral part of every step toward development. Roma community members need equally to be informed and actively feel supported for their rights.

## *Organization capacity development, staff and organizational management*

Amaro- Drom has a clear vision, mission, values and organization structure that orientate our work and are well-known by all staff members of the organization.

We believe that staff is one of the main important and critical resources in an organization. Staff should be motivated, trained and supported in order to guarantee a successful performance and organization climate.

Amaro -Drom has a professional and trained staff, however as the environment changes and newly challenges appear, the need for training and updated information remain.

Furthermore, Amaro-Drom has planned to implement three main strategies and policies, specifically Strategic Plan 2020-2024; Gender Policy and Strategic Communication Plan. Each of them will give a new reorientation for the organizational management and each of them requires well prepared and trained staff, with the adequate capabilities to perform the arranged duties and activities.

Strategic partners expect from Amaro-Drom effective management, improved quality standards and successful project implementations.

## *Donations management and financial resources*

Donations support is critical for our effective project and programs implementation. Partners and donators are the most valuable and important part of our work toward Roma integration. We cooperate with several donators such as We Effect, Radihjalpen, EU Delegation to Albania, UNICEF, Open Society Foundation in Albania, Terres des Homme, Roma Education Fund, Swiss contact, UNDP, Heifer, Decade of Roma Inclusion Secretariat Foundation, who have supported us in various projects.

Some of the main Amaro - Drom’s project would not be initiated without the assistance and support of our donors and partners. However, the need for increased number of donators supporting our initiatives, as well as the need for maintaining effective relationship with the existing donators remains. This requires effective mechanism which will assure effective donations management, transparency in the use of funds and increased financial resources.

# *Network and Partnership*

Coordination between Amaro- Drom and other institutions or organizations is vital to progress in our mission. The Organization has a solid collaboration with local and central government. This cooperation is essential to achieve our goals therefore it is important to take into consideration the role of government and other actors in center, local level, and opportunities for common initiatives. Especially cooperation’s have been critical in fields like education, health, and employment and housing.

Regarding Non- profit Organizations there are several organizations that Amaro- Drom has cooperated including National Network member NGOs . However, a stronger coordination with other non- profit organizations is necessary, especially with Egyptian Organizations, with whom we share very common interests, and participate in the same round tables regarding the most important document for Roma and Egyptian community, National Action Plan for Integration of Roma and Egyptian Community.

# 3. METHODOLOGY

Methodology used in compiling our strategic plan has taken into consideration a variety of elements which guarantees development of a plan that successfully address and reflects the needs and real context where it operates.

Our methodology has not only taken into consideration opinions of a wide range of stakeholders, both from the community and within the organization, but also includes a review of existing documents and data. It also takes into consideration the depth analysis of internal and external environment, specifically SWOT and PEST analysis.

The methodology of strategic plan is based on:

* ***Consultations with main stakeholders:*** Consultation with community stakeholders has been considered necessary in order to obtain necessary opinions to set strategic plan priorities and objectives, while consultation with staff has served to set priorities primarily in the organizational field.
* ***PEST and SWOT analysis:*** PEST and SWOT analysis were an important part of the strategic plan which offered a better overview of the position of organization in the environment. The data obtained were used for the development of strategic plan.
* ***Document Analysis:*** An important part has also been the reviewing of existing data including review of documents, reports, articles with a particular focus on Roma community development both in rural and urban areas. The use of these documents has been seen as important to complete the context of Roma situation in which Amaro-Drom operates and to serve the fulfilment of strategic plan objectives and priorities.

# 4. VISION, MISION AND VALUES

## *Vision statement*

Sustainable development and integration of Roma community abreast Albanian society while preserving Roma national identity

*Our Mission* is focused on four major areas of the Union’s activities:

- Protection of the identity and rights of Roma community in Albania;

- Promotion of the training and education level of the Roma community;

- Improvement of the social and economic conditions;

- Integration of the community, especially of the new generations, into

the Albanian society.

*Our principles and values include a strong commitment to:*

* voluntarism, democracy and human rights protection;
* self-organization, self-responsibility, transparency, equity and solidarity;
* responsibility, care of the poorest, health and hygiene;
* Gender sensitivity in all initiatives
* environmental issues in agricultural production;
* Preservation of national identity and cultural traditions of the Roma community.

# 5. STRATEGIC GOALS, OBJECTIVES AND EXPECTED RESULTS

**Programme**

***Strategic goal 1***: Development and building of a stronger and sustainable network with the Roma community

*Objectives:*

* To contribute to the development of a strong identity which is in the foundation of Amaro-Drom
* Promoting Amaro-Drom as a voice of the Roma community providing help and development

***Expected results***

* *Roma community members are aware and informed about values and principles that drive Amaro-Drom organization*
* *Roma community members believe in Amaro-Drom and in its efforts for change and integration*

***Strategic goal 2:*** Advocacy and improvement of main intervention fields of Amaro-Drom, by guaranteeing quality services for Roma members

* Improvement of cooperation with Roma community members and institutions at local and central level for education and integration of Roma children
* Empower and inform Roma community regarding their rights and opportunities enabling integration of Roma as equal citizen in the society

***Expected results:***

* *Increasing the number of Roma children who regularly attend school and are integrated in their peer’s circle.*

*Roma Community is empowered and informed for the rights and opportunity they should have has equal citizens*

* *Roma families cooperate and initiate activities for employment and entrepreneurship.*
* Cooperation with Romafamiliesand institutions in local and central level for empowerment and economic development through employment and entrepreneurship

**Organizational**

***Strategic goal 3:*** Development of organizational and staff capacities as well as reorientation toward a new organizational model.

* Restructuring and revitalization of positions of Amaro- Drom staff roles for effective implementation of strategy.
* Staff capacity development though professionals and experts of carears development
* Development of a gender policy strategy which will create equal participation of men and women in program and services

**Expected results:**

* *Increased effectiveness and transparency in management of organization resources.*
* *Gender policy is developed and equal opportunities for men and women are created*
* *Staff is clear regarding their roles and positions for effective strategy implementation*
* *Staff is prepared and acquire the necessary skills for successful strategy implementation*

***Strategic goal 4: Increased capacity in effective donations management and the creation of new financial resources***

* Maintaining and renewing existent financial relationship and create opportunities for new resources
* The creation of new mechanism of information and transparency in the usage of resources.

*Expected results:*

* *AmaroDrom has created sustainable cooperation with donors and has increased the funds from new financial resources.*
* *New mechanism are created which will bring more transparency in the usage of funds and relationship with donors*

***Strategic goal 5:*** Development of partnership with organizations with a focus in development and integration of Roma community, as well as cooperation with institutions at local and central level.

* Promotion of a security culture, effective cooperation between Amaro Drom and organizations, institutions with interest in Roma community development.
* Organization capacity development for identification and development of sustainable contact with partners and institutions.

**Expected results:**

* *AmaroDrom has a great credibility and other organization believe in AmaroDrom capacity to secure a successful cooperation.*
* *Amaro- Drom has the right and necessary capacities to identify and develop sustainable contact with organizations and institutions.*

# 6. ACTION PLAN

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Field of action** | **PROGRAMME LEVEL** | | | | | | | | |
| **Strategic**  **goal 1:** | | ***Development and building of a stronger and sustainable network with the Roma community*** | | | | | | | |
| **Objectives** | **Activities** | | | | **Indicators** | **Main responsible authority** | **/ Monitoring/ reporting** | **Time frame** (periodicity) | **Resources and budget** | |
| 1. To contribute to the development of a strong identity which is in the foundation of Amaro-Drom | * + 1. Organizing information activities that promote values of Amaro Drom and Roma community | | | | Information activities are organized, and number of activities organized |  |  | 2020-2024 |  | |
| 1.1.2 Organizing cultural activities with Roma comunity members | | | | Cultural activities are organized and number of activites organized |  |  | 2020-2024 |  | |
| 1.1.3. Sessions in university and schools to promote Roma culture and intercultural dialogue | | | | Sessions are organized / the number of sessions organized |  |  | 2021 |  | |
| 2. Promoting Amaro-Drom as a voice of the Roma community providing help and development | 2.1.Activities with focus on promotion of Amaro –Drom work and services offered | | | | Activities with promotion of services are organized / number of activities organized |  |  | 2020-2024 | - | |
| 2..2.Activites with participation of Roma community members who have received help from Amaro - Drom and will share with Roma community members their experience | | | | Activities are performed / number of activities performed |  |  | 2020-2024 |  | |
| 2.3 Round table with Roma community members with focus on discussing and addressing Roma community problems | | | | Round tables are organized / number of round tables organized |  |  | 2020 |  | |
| **Strategic Goal 2: *Advocacy and improvement of main intervention fields of Amaro- Drom, by guaranteeing quality services for Roma members*** | | | | | | | | | | |
| **Objectives** | **Activities** | | | | **Indicators** | **Main responsible authority** | **Monitoring/ reporting** | **Time frame** | **Resources/ Budget** | |
| **2.1.** Improvement of cooperation with Roma community members and institutions in local and central level for education and integration of Roma children | 2.1.1. Identification of education needs in the Roma community | | | Education needs are identified | |  |  | **2021** | |  |
| 2.3.1. Drafting agreement with institutions in center and local level that provide opportunity for Roma children to educate. | | | Agreements have been assigned | |  |  | **2021** | |  |
| 2.1.3.  Assisting Roma community members and children in education through providing necessary information and school material base | | | The necessary Information and schools material base have been provided | |  |  | **2021** | |  |
| 2.1.4.Organizing activities in schools with focus in promoting equal integration of Roma children | | | Activities are organized/number of activities organized | |  |  | **2021** | |  |
| 2.1.5. Organizing awareness activities in Roma communities with focus in promotion the value of education | | | Awareness activities are organized / number of activities organized | |  |  | **2021** | |  |
| 2.1.6.Organizing activities to introduce models of success with Roma parents who have chosen to educate their children | | | Activities are organized / number of activities organized | |  |  | **2021** | |  |
| 2.1.7. Initiation and implementation of second chance program for children who have dropped out school. | | | Second chance programs are implemented | |  |  | **2021** | |  |
| 2.2. Empower and inform Roma community in regards to their rights and opportunities enabling integration of Roma as equal citizen in the society | 2.2. 2. Informing activity for Roma community members regarding their rights and duties as equal citizens | | | Informing activities are realized / number of activities realized | |  |  | **2020** | |  |
| 2.2.3. Training of Roma community members how to protect their rights and address any violation | | | Training are organized | |  |  | **2020** | |  |
| 2.2.4. Supporting Roma community members to address their problems and difficulties in accessing institution and services | | | The number of Roma community members supported | |  |  | **2020-2024** | |  |
| 2.3.Cooperation with Roma families and institutions in local and central level for empowerment and economic development through employment and entrepreneurship | 2.3.1. Drafting agreements with institutions in center and local level that provide opportunities for employment | | | Agreements are assigned | |  |  | **2020** | |  |
|  | 2.3.2. Activities to assist Roma community members in work offices and other institutions that provide opportunities for employment. | | | The number of Roma community members assisted | |  |  | **2020** | |  |
| 2.3.3. Drafting agreements with vocational training courses | | | Agreements are assigned | |  |  | **2020** | |  |
| 2.3.4.  Initiating project that develop entrepreneurship skills | | | Developed projects | |  |  | **2020** | |  |
| 2.3.5  Activities to support Roma community members to attend vocational courses | | | The number of Roma community members assisted in vocational courses | |  |  | **2020** | |  |
| 2.3.6. Organizing seminars about active labor policies and other forms of business promotion | | | Seminars are organized | |  |  | **2020** | |  |

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|  | | **Field of action** | **Organizational** | | | | | | | | | | | | | |
| **Strategic goal 3:** | | | ***Development of organizational and staff capacities as well as reorientation toward a new organizational model.*** | | | | | | | | | | | |
| **Objectives** | | **Activities** | | | | | **Indicators** | | | **Main responsible authority** | | **/ Monitoring/ reporting** | **Time frame** (periodicity) | | **Resources and budget** | |
| 3.1. Staff capacity development through professionals and experts of careers development | | 3.1.1.Traininingof staff members to develop their maximum potential | | | | | Staff is trained | | |  | |  | 2020 | | - | |
| 3.1.2.  Recruitment of qualified staff | | | | | The number of qualified staff recruited | | |  | |  |  | |  | |
| 3.1.3. Exchange experience with other organizations of the same field of interest | | | | | Exchanges made | | |  | |  | 2020 | |  | |
| 3.2. Improving staff knowledge and capacities in relation to gender issues and implementation of gender policy | | 3.2.1. Communication of gender policy with staff and reposition of staff roles | | | | | Staff is informed about gender policy and repositioned in their respective roles | | |  | |  | 2020 | | - | |
| 3.2.2. Training staff regarding gender policy and gender sensitive issues | | | | | Staff is trained | | |  | |  | 2020 | |  | |
| ***Strategic goal 4:Increased capacity in effective donations management and the creation of new financial resources*** | | | | | | | | | | | | | | | | |
| **Objectives** | | **Activities** | | | | | **Indicators** | | | **Main responsible authority** | | **Monitoring/ reporting** | **Time frame** | | **Resources/ Budget** | |
| **4.1.** Maintaining and renewing existent financial relationship and create opportunities for new resources | | **4.1.1.** Development of a database with existing and potential donors. | | | | | | Database is developed | |  | |  | **2020** | | |  |
| **4.1.2.** Analysis of local resources for financing Amaro - Drom projects | | | | | | Analyze of local resources is done | |  | |  | **2020** | | |  |
| **4.1.3.**Position of members who will work in fund raising | | | | | | Members are positioned in respective roles | |  | |  | **2020** | | |  |
| **4.2.1.**  Training for fund raising | | | | | | Training are organized | |  | |  | **2020** | | |  |
| **4.2.**The creation of new mechanism of information and transparency in the usage of resources | | **4.2. 2**. Development of an informed package for donors | | | | | | Informed package is developed | |  | |  | **2021** | | |  |
| **4.2.3.**Development of a performance assessment evaluation | | | | | | Performance assessment is done | |  | |  | **2021** | | |  |
|  | **Strategic goal 5:** | | | ***Development of partnership with organizations with a focus in development and integration of Roma community,*** *gender equality field* ***as well as cooperation with institutions at local and central level.*** | | | | | | | | | | | | |
| **Objectives** | **Activities** | | | | | **Indicators** | | | **Main responsible authority** | | **Monitoring/ reporting** | | | **Time frame** (periodicity) | **Resources and budget** | |
| 5.1. Promotion of a security culture, effective cooperation between Amaro - Drom and organizations, institutions with interest in Roma community development. | 5.1.1. Round tables with other organizations and institutions focused on Roma community | | | | | Round tables are organized | | |  | |  | | | 2020 | - | |
| 5.1.2. Participation of Amaro- Drom in initiatives that require cooperation of different organizations for Roma community | | | | | Amaro Drom has participated / number of activities where Amaro Drom has participated | | |  | |  | | | 2020 |  | |
|  | 5.1.3. Providing expertise for other organizations | | | | | Amaro- Drom has provided expertise | | |  | |  | | | 2020 |  | |
| 5.1.4. Formal meetings with organizations of other minorities, such as Egyptian organizations | | | | | Formal meetings are organized | | |  | |  | | | 2020 |  | |
| 5.2. Organization’s capacity development for identification and development of sustainability contacts with partners and institutions. | 5.2.1.Training members of organization to communicate effectively | | | | | Organization is trained to communicate effectively | | |  | |  | | | 2020 |  | |
|  | 5.2.2. Development of a communication strategy | | | | | Communication strategy is developed | | |  | |  | | | 2020 |  | |
|  | 5.2.3. Development of Amaro Drom’s website | | | | | Amaro Drom has its website | | |  | |  | | | 2020 |  | |

# 7. MONITORING AND EVALUATION

The purpose of monitoring and evaluating a strategic plan is to assess the organization's progress in the program and organizational field of action, as well as its institutional development. The evaluation will follow and evaluate the following main issues and points: programs and projects; planning and implementation of projects; available resources and their use. Responsible for monitoring will be Amaro-Drom leaders and coordinators who will ensure that activities are fulfilled based on vision, mission, goals and objectives set. Fulfillment or not of the indicators, will provide critical information on the feasibility of the plan. For this reason, it is important to have a periodic situation report every 6 months to see the progress of strategic plan and identify potential needs for intervention and improvement. After the first year of implementation, an assessment will be carried out to see the overall progress of the Strategy.

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