Organizational Capacity Assessment Report

**Amarodrom**

Tirana / Albania

Assessment Date:

24th December 2020

**Executive Summary**

The Organizational Capacity Assessment (OCA) of the Partner Organization Amaro Drom was conducted on 24th December 2020, using the Octagon 2.0 as the assessment tool.

A workshop was conducted for the OCA with the participation of 30 people. The profile of participant is as follows:

* Amaro Drom staff in head office and local branch offices;
* Amaro Drom Board Members; and
* Community members;

With regard to the gender perspective, the participants group consisted in 15 women and 15 men. (For more information about the participants, please refer to Annex 1: List of participants) Anjeza te lutem perditesoje listen e pjesemarrjes.

The overall objective assessment was to assess the level of organisational capacities of Amaro Drom, so the organisation can compare the results of the current assessment with the results of the same assessment conducted in 2018, in order to highlight areas where organizational development occurred and areas where further investment and action is required.

Following the Octagon 2.0 tool, the OCA was focused on assessing four key pillars inside Amaro Drom Organisation:

* The organisations’ relations (Context)
* The organisations’ capacities
* The organisations’ activities (Output)
* The organisation’s base (Values)

**Methodology of the workshop**

The methodology of the workshop did not change from the one conducted in 2018, for as long as the OCA tool employed is the same.

A briefing about the OCA tool at the beginning was necessary, to refresh the information to those who participated in the previous workshop as well as clarify the use of Octagon to those new participants who were not present in 2018’worshop.

The worksheets were adopted language wise, in order to be more user friendly and at the meantime, to allow space for discussions and agreement in the working groups, on the responsive action plan of 2021, with regard to addressing the identified organizational shortcomings.

During the workshop, participants were advised to have open and honest discussions, and provide that type of feedback that would allow the organization to scrutinize itself and to help it grow/improve further in the future.

During the workshop, participants could identify weaknesses and strengths of the organization versus the four pillars of Octagon and managed to prepare the action plan to address the problems identified.

After the working groups discussions were finalized, the variables were analyzed and ranked. Scores for each indicator were inserted in the Excel document, which afterwards were converted into the shape of Octagon, illustrating the organisation’s development profile in 2020. Woth noting is that the facilitator remained neutral and the results of the exercise are based on the feedback and discussions of the participants.

The main findings on the strengths and weaknesses of the organization were then summarized from the Octagon. Conclusions and recommendations are formulated on the basis of these findings.

The Octagon is based on the idea that it is possible to obtain a comprehensive picture of an organization’s capacity and development profile by making systematic reviews and assessments of four basic aspects of an organization, analyzed with the aid of eight variables. These areas and variables are:

1. **Basic Values**
2. Structure (A and B)
3. Identity (A and B)
4. **Implementation**
5. Relevance (A and B)
6. Activities (A and B)
7. **Relations**
8. Target Groups (A and B)
9. Working Environment (A and B)
10. **Capacity**
11. Expertise (A and B)
12. Systems and Finance (A and B)

**A snapshot of the key data obtained from the exercise:**

As per the discussions of the working groups and scoring for each specific indicator/statement, the average scoring of Amaro Drom’ institutional capacities reached the level of 4.48 points out of 6.

**The highest scored areas were**:

* First highest average score was provided to criteria “Relations/Target Group”, demonstrating that
* the organization is well-respected by rights-holders and can count on support for and participation in its activities; and that
* the organization exhibits and have active dialogue with the target group and has mechanisms for downward accountability.
* Second highest average score was provided to “Capacities/System and Finance”, demonstrating that
* the organization has the financial means necessary to achieve its objectives; and that
* the organization has documented policies and procedures to assure administrative and legal requirements or its functioning

**The least scored area was**:

* “Capacities/Expertise” demonstrating that the organisation needs to invest further in order to archive the below objectives of:
* The organisation has documented job descriptions for all posts and the staff meet the criteria of the job description. The organisation works actively and have a plan to enhance staff competence.
* The staff and rights-holders consider the management legitimate and give them their full support. The organisation uses its plan for human resources, taking gender equality, ethnic identity etc into account.

**Longitudinal comparison of the results (Tables no 1 & 2):**

1. **Basic Values:**
2. *Structure (A and B):* Although noticed a slight decrease, the average values remain almost at the same level for these two indicators (4.65 in 2018 and 4.5 in 2020).
3. *Identity (A and B):* Although noticed a slight decrease, the average values remain almost at the same level for these two indicators (5.35 in 2018 and 5 in 2020)
4. **Implementation:**
5. *Relevance (A and B):* Although noticed a slight decrease, the average values remain almost at the same level for these two indicators (5 in 2018 and 4.5 in 2020)
6. *Activities (A and B):* Although noticed a slight increase, the average values remain almost at the same level for these two indicators (4.35 in 2018 and 4.5 in 2020)
7. **Relations:**
8. *Target Groups (A and B):* Although noticed a slight decrease, the average values remain almost at the same level for these two indicators (4.75 in 2018 and 4.25 in 2020)
9. *Working Environment (A and B):* Although noticed a slight decrease, the average values remain almost at the same level for these two indicators (4.5 in 1018 and 4 in 2020)
10. **Capacity:**
11. *Expertise (A and B):* The average values in these two indicators show a relatively considerable decrease, and as such action is required (4.55 in 2018 and 3.9 in 2020)
12. *Systems and Finance (A and B):* the average values under these two indicators remain the same (4.25 in 2018 and 4.25 in 2020)

**(Table no.1) Results from the Octagon – Amaro Drom in 2018**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Group A | Group B | Group C | Average |
| **Basic Values** | Identity A | 5.5 | 5 | 4 |  4.8  |
|   | Identity B | 5 | 5 | 3.5 |  4.5  |
|   | Structure A | 5.5 | 5 | 6 |  5.5  |
|   | Structure B | 5 | 5.5 | 5 |  5.2  |
| **Implementation** | Relevance A | 5 | 5 | 5 |  5.0  |
|   | Relevance B | 4,5 | 5 | 5 |  5.0  |
|   | Activities A | 4 | 4 | 4 |  4.0  |
|   | Activities B | 5 | 4.5 | 4.5 |  4.7  |
| **Capacity** | Expertise A | 5 | 5 | 3 |  4.3  |
|   | Expertise B | 5 | 5.5 | 4 |  4.8  |
|   | System and finance A | 5 | 4 | 4 |  4.3  |
|   | System and finance B | 5 | 5 | 2.5 |  4.2  |
| **Relations** | Target group A | 5 | 5 | 5 |  5.0  |
|   | Target group B | 4 | 4.5 | 5 |  4.5  |
|   | Working environment, A | 3 | 4 | 4 |  3.7  |
|   | Working environment B | 5 | 6 | 5 |  5.3  |
|  | **Average in Total** |  |  |  |  4.7  |

**(Table no.2) Results from the Octagon – Amaro Drom in 2020**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | Group A | Group B | Average |
| **Basic Values** | Identity A | 4 | 4 |  4.0  |
|   | Identity B | 5 | 5 |  5.0  |
|   | Structure A | 5 | 5 |  5.0  |
|   | Structure B | 5 | 5 |  5.0  |
| **Implementation** | Relevance A | 5 | 5 |  5.0  |
|   | Relevance B | 4 | 4 |  4.0  |
|   | Activities A | 5 | 5 |  5.0  |
|   | Activities B | 4 | 4 |  4.0  |
| **Capacity** | Expertise A | 4.5 | 4 |  4.3  |
|   | Expertise B | 3.5 | 3.5 |  3.5  |
|   | System and finance A | 3 | 3 |  3.0  |
|   | System and finance B | 5 | 6 |  5.5  |
| **Relations** | Target group A | 6 | 5 |  5.5  |
|   | Target group B | 5 | 5 |  5.0  |
|   | Working environment, A | 4 | 4 |  4.0  |
|   | Working environment B | 4 | 4 |  4.0  |
|  | **Average in Total** |  |  | 4.48 |

**Main findings and recommendations**

The main findings and recommendations of the Octagon based organizational assessment performed for Amaro Drom on 24th December 2020 are the following:

 **Identity:**

* Findings:
* Staff and board members are well aware of the organisation’s values and such values are conveyed to the members of the organisation during the projects’ implementation.
* The organisation’s values are conveyed to the projects’ audiences and stakeholders through the use of social media and website posting. This is also a way to ensure that the organisation is transparent and accountable.
* Staff of the organisation ensures to convey the values to project beneficiaries and communities;
* Projects implemented over the years have been in line with the organisational’ values, mission and vision;
* The organization prioritized the development of various organizational strategies, such as the gender equality strategy; the communication strategy, fundraising strategy, monitoring and evaluation framework. These documents are all feeding to the organizations strengthening, and are directly linked with her mission and vision;
* The feedback and participation of all members of the organization was taken into account during the development of these strategic papers;
* The implementation of the new strategic documents shall be associated with the financial bill. The financial resources for their implementation are not entirely available and as such some of them can be implemented with project funds;
* Recommendations:
* Increase the fundraising efforts based on the fundraising strategy developed.
* Ensure that the organization is not dependent on project funds but has its own core funds.
* Projects implemented are in line with values, mission and vision of the organisation, but te community members, given their background and level of education, are not well aware of the organization’s mission, vision and values. As such, there is a need to ensure a more inclusive approach so all the beneficiary communities can also be well aware of the organisation’s values, mission and vision.

**Structure**

* Findings
* The organization has a clear structure, with well-defined roles and the top-down hierarchy ensures the task division within the organization. The down-up approach is employed during the need assessment of the target groups;
* There is a balanced gender representation in the staff of the organization, both at head office and local branches;
* Roles are well defined, and the role and duties of every employee are stipulated in his/her job description and employment contract;
* The internal staff regulations is equally respected by man and women
* The organization is leaded by a democratic culture, which implies that communication is open and frank. The employees are providing their ideas and feedback and their opinions are taken into account. There is flexibility from the management in decision making processes. The relationship between employees is positive and is based on transparency and sincerity. At project implementation level, the decision-making processes reflect the women’s voice too.
* Recommendations
* Anjeza vertet nuk ka asgje per te permiresuar ketu ne kete ceshtje??? Piket nen kete indicator jane 5 nga 6 qe eshte totali… dicka sado e vogel duhet permendur. Ju ne 2018 e kishit pikezuar me lart kete indicator dhe prape kishit identifikuar nje seri ceshtjesh per te adresuar.

**Relevance**

* Findings:
* Projects and activities and their methodological approach are aligned and relevant to the mission, vision and values of the organization;
* The gender balance and equity are taken into account during the implementation of projects;
* Gender issues are taken into account during project implementation and gender equity forms and organizational priority;
* The organizational performance and achievement of the organizational objectives is ensured though periodical meetings, to provide space to everyone to introduce his/her own strengths, achievements and challenges;
* Every staff member is accountable for his/her performance, equally without any gender discrimination;
* Recommendations:
* A greater need for awareness rising to beneficiary communities is needed so they can understand the methodological approach of projects implemented, given their level of education and background;
* So far, the organization was lacking a monitoring and evaluation framework for the measurement of the organizational performance, including staff performance. The new M&E framework need to be utilized in order to make the relevant improvements.

**Activities:**

* Findings:
* The project staff is skilled enough to implement projects’ workplans. They ensure to achieve the project aim and objectives;
* Project activities are coherent with the workplan and organisation plans;
* Project workplans take into account the fact that service provision should be equal for men and women;
* Key staff and project staff in the organisation have the necessary capacities to anticipate the risk and to manage the conflictual situations within the organisation/working environment as well as with the beneficiary’ communities through mediation and open communication approaches;
* Recommendations:

There is a need for constant capacity building for project staff, given that new staff are joining the organization time to time and therefore the level of capacities varies within the organization;

**Expertise**

* Findings:
* Given the long-term experience of the organisation (20 years), the needs of the beneficiary communities are very well known and addressed in different projects;
* The organisation makes its on best to enhance staff capacities at local and central level;
* The organisation has a strategic plan in place which enables the organisation to fulfil its mission and the ambitions of the staff members;
* Each staff member has a clear job description;
* The key roles within the organisation are well defined and the managerial staff, both men and women, have good managerial skills;
* Recommendations:
* Given that new employees are joining the organization time to time, there is a need for a solid recruitment strategy in order to identify the best staff that fit to the projects/services that the organization offers to its beneficiaries;
* The staff recruitment strategy, to a good degree, relies on project funds and therefore the organization need to utilize the fundraising strategy to create core funds that will support also the development of human resources policy for the organization, including the development of recruitment procedures;

**System and Finance**

* Findings:
* The organisation has a good routine in chasing the donor funds;
* The organisation has now in place a fundraising strategy;
* The organisation is credible to donors, due to the fact that the domestic legislation, procurement policies, contracts/partnership agreements with donors and audit recommendations process are strictly respected;
* Recommendations:
* There is a lack of qualified staff (ideally a team) dedicated to developing new project proposals. The fundraising strategy should support the organisation with filling this gap;

**Target Groups**

* Findings:
* Due to its experience, the organisation and its staff, employs a very careful and sensitive communication with the beneficiary communities, in respect to its own values and principles;
* The organisation has an open and transparent communication with its beneficiaries;
* The organisation addresses adequately the beneficiary needs during the projects’ implementation, by taking into account the gender balance, focus in elderly and young children;
* There is no gender discrimination in the cooperation with the beneficiary communities;
* The organisation makes its best to ensure transparency, accountability, inclusiveness and the respect to human rights, while interacting with the beneficiary’ communities;
* Recommendations:
* Given that time to time, in different projects, there are misunderstandings and tensions raised between the organization’s staff and the community, for reasons that relate to expansion of project beneficiary group beyond the anticipated plans, there is a need to employ a more thorough and participatory consultation process before a new project is developed or starts;
* Networking, lobby and advocacy efforts require additional staff, qualified in communication and PR. The organization is lacking such human resources, and the fundraising strategy already in place, could be considered as a positive starting point, to ensure funds to fill the gap.

**Working Environment:**

* Findings:
* The organisation has a long-term experience (25 years) in networking. It is an active member of local and international networks working in the domain of social inclusion of roma community;
* The organisation has established a close cooperation with the national authorities at local and central levels;
* The organisation is regularly consulted by civil society and national authorities, as regards issues around roma inclusion;
* The organisation has been successful in lobbying to influence the improvement/development of the national policies and action plans, thought recommendations it has provided;
* Our organisation is the leading one of the Network of Roma and Egyptian organisations;
* Our organization counts now in its membership well educated Roma and Egyptian youth, both young women and men;
* Recommendations:
* Regardless of immense lobbying and advocacy efforts over the last years, the policies and action plans do not necessarily meet/fulfil all needs of Roma community. The organisation needs to intensify its lobby efforts to monitor closely the implementation of policies and action plans for roma inclusion and keep the local and central governments accountable in this regard.

**Responsive action plan for 2021:**

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# Annex 1. List of participants in the workshop: (duhet perditesuar me pjesemarresit e workshopit te dhjetor 2020)

|  |  |
| --- | --- |
| **GROUP A** | **Local government and local coordinators** |
|  | **NAME/SURNAME** | **GENDER** | **POSITION** |
| **1.** |  |  |  |
| **2.** |  |  |  |
| **3.** |  |  |  |
| **4.** |  |  |  |
| **5.** |  |  |  |
| **6.** |  |  |  |
| **7.** |  |  |  |
| **GROUP B** | **Board members and staff of Amaro-Drom** |
|  | **NAME/SURNAME** | **GENDER** | **POSITION** |
| **8.** |  |  |  |
| **9.** |  |  |  |
| **10.** |  |  |  |
| **11.** |  |  |  |
| **12.** |  |  |  |
| **13.** |  |  |  |
| **14.** |  |  |  |
| **15.** |  |  |  |
| **GROUP C** | **Rights holders** |
|  | **NAME/SURNAME** | **GENDER**  | **POSITION** |
| **16.** |  |  |  |
| **17.** |  |  |  |
| **18.** |  |  |  |
| **19.** |  |  |  |
| **20.** |  |  |  |