Individual reflections on core capabilities

# Individual reflections on CC 1 (ENGAGE AND COMMIT)

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| ***Component 1 — Vision, mission and values*** |  |
| *Based on the following considerations:* |
| Examples:Those who are involved in project writing are acquainted with mission vision values of the Salesian family, these are ok, still they are not known by the majority of stakeholders (vision mission and values of Salesians in general shall be known). There is some information about the mission vision at the houses. The information is there but not written; they are not practically implemented through project writing; there is awareness but it’s not clearly written. Importance to share them outside, not only for internal purpose. e. (periodical revision) –not re-assessed, maybe not all the staff is involved in the definition. |
| ***Component 2—Team spirit*** |  |
| *Based on the following considerations:* |
| Examples: No team spirit in relation to activities implemented with the PDO (Adwa) (issue with the communities). Gambella feels more the connection. Within the PDO there is room for improvement, more effort is required in understanding “who does what” and appreciate the role of the others. No information about PDO staff (roles and responsibilities) within and at the Houses.  |
| ***Component 3—Motivating staff*** |  |
| *Based on the following considerations:* |
| Examples: There is room for improvement: the structure, although functional, is not what it should be; there is consultation and sharing of ideas but it’s related to personalities, there is no systematic way to assess members of staff and recognise their role. There is a 3 because availability and support in terms of advice and personal support are perceived. There should be a system for continuity; (Adwa: motivation of PDO connected staff at the house should be improved (by community leaders), understanding the role of the PDO and focal persons at the houses). |
| ***Component 4—Clarity of role and purpose*** |
| *Based on the following considerations:* |
| Examples:The mandate of the PDO is not clear (i.e. finance). Projects are decided by the Salesians, the PDO is not involved in the formulation (three zeroes from the houses); the staff of the PDO should be more involved in the whole process of projects. – The Economer is checking on the finances, the PDO should be involved in the financial monitoring. e. (Is it clear where the responsibility of the PDO in project and programme formulation and monitoring ends, and where the responsibility of the local centres begins?) this is not in function.  |
| ***Component 5—Recognition from outside*** |  |
| *Based on the following considerations:* |
| Examples: not much visibility in terms of advertising (because Salesians are not interested in this) there is visibility: the projects tell themselves. No need for “public advertising”. |

# Individual reflection on CC 2 (PERFORM CORE FUNCTIONS AND ACHIEVE RESULTS)

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| ***Component 1—Human resources management***  |  |
| *Based on the following considerations:* |
| Examples: “Personalization” of resources; the structures are there to accomplish the current work, but there is a component of change of the system which is neglected and should be looked at. Human resources are there but there is no formal construction of the system. Need for coordination. No information on the use of volunteers and expats: their work was not integrated in a system.  |
| ***Component 2—Financial and administrative management*** |  |
| *Based on the following considerations:* |
| Examples: The distinction PDO/religious part is not clear at the houses level; the PDO is not registered, it is under the umbrella of Catholic Church (pros and cons). (Under the Provincial Economer for financial issues). Elements of a financial system are in place at PDO (particularly following the Caring project). g. h. (alignment with OPP and SEPP; identification of threats and opportunities of a project) follow under the Director. Potential procedures are there and they allow reaction to the requirements of the projects. Cascade effect: processes and systems are not clear at LCs level. Annual budget and annual financial reports are integrated in the Province.  |
| ***Component 3—Planning and formulation*** |  |
| *Based on the following considerations:* |
| Examples: Skills for planning and formulation should be updated. There is need for coordination; a. (Does the PDO assists in the formulation of OPP/SEPP) is absent (too early). Coordination by the Provincial should increase. The PDO cannot have a real strategic planning because it’s linked to the Procure. At least there should be a structure drawn from the Provincial Plan. (Activities are still output oriented). |
| ***Component 4—Monitoring and evaluation*** |  |
| *Based on the following considerations:* |
| Examples:There is not much in place from a technical point of view. M&E is not systemic but under request. There should be a formulation of a system. Need to improve on the systems.  |

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| ***Component 5—Fundraising*** |  |
| *Based on the following considerations:* |
| Examples: Does the PDO share information for new funds to the house? The houses should find funds at local level, true but the PDO can support with international donors and other stakeholders. Capability of PDO should improve in approaching new donors. Necessity to capacitate PDO staff to approach new proposals and to create a reporting system to donors.  |
| ***Component 6—Support to capacity development of local centers*** |  |
| *Based on the following considerations:* |
| Examples: Not much communication b/w PDO and houses; the context is vast and extremely diversified; before capacitating local communities the PDO should collect information on their needs, and know what the necessities are. The Government is also asking for a central entity to guarantee accountability.  |
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| ***Component 7 —Development cooperation and Aid effectiveness*** |  |
| *Based on the following considerations:* |
| Examples:Training |

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| ***Component 8—Human rights based approach*** |  |
| *Based on the following considerations:* |
| Examples:Training (although the context of Ethiopia is peculiar) |

# Individual reflection on CC 3 (RELATE & NETWORK, ATTRACT RESOURCES & SUPPORT)

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| ***Component 1—Obtaining and mobilizing resource and support*** |  |
| *Based on the following considerations:* |
| Examples: The knowledge is linked to personal information, not on official communication. The cash flow is secured because of the Procure.  |
| ***Component 2—Influencing people and institutions in position of power*** |
| *Based on the following considerations:* |
| Examples: TVET does it in a small part. This capacity is strictly linked to the status of the PDO. (n/a) |
| ***Component 3—Networking*** |  |
| *Based on the following considerations:* |
| Examples: Good contacts is kept with other congregation, through the Provincial. TVET, Adwa is participating in networking. Necessity to capitalize on existing networks. Export good practices to other houses. |
| ***Component 4—Relationship with the Provincial and other sectors of the Province*** |  |
| *Based on the following considerations:* |
| Examples: There is a 3 because of the continuous communication and involvement of the Provincial in PDO matters: strong link between Province and PDO. Knowledge and roles are personalized. f. (communication b/w PDO and other commissions) is not clear: the PDO is not communicating with them; the Provincial Council should work with the commissions (there are names in place but not functional) to engage them so that the PDO would have the opportunity to work with them.  |
| ***Component 5—Relationship with local centers*** |  |
| *Based on the following considerations:* |
| Examples: PDO participates and is involved in the activities, but there is no continuity; often the PDO is consulted when difficulties or problems arise. There is a 3 because of the good starting point in terms of trust. There is room for improvement when talking about strategizing. PDO should be responsible for the projects; the communication to this regard is still low. The trust is there. There is also need for coordination within PDO. Need to clarify the role of the PDO, mandate, and the strategies to express it at houses level. |
| ***Component 6—Relationship with donors*** |  |
| *Based on the following considerations:* |
| Examples: There is the need to work as a Team; the relation with donors should be centralized. Reporting and deadlines are not shared among and with all members of staff.Potential donors are there, but there is a risk of losing the opportunities if the PDO and the houses do not professionalize. Requirement: build up a list of donors, contributions, projects, outcomes and shared the information among members of staff.  |
| ***Component 7—Relationship with private sector*** |  |
| *Based on the following considerations:* |
| Examples: (Adwa) best practices should be shared; there is not yet a structured way to deal with the private sector, no access to call for proposals, no formalized and structured systems (personnel). Need for duplication of best practices.  |

# Individual reflection on CC 4 (CHANGE AND SELF RENEW)

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| ***Component 1—Organizational change*** |  |
| *Based on the following considerations:* |
| Examples: Change is accepted and members of staff cope with it when the necessity arises (i.e. Caring project); the evidence is given by the participation to this self assessment; e. (preventive system approach) is ok; there is need for replication of best practices. |
| ***Component 2—Culture of learning*** |  |
| *Based on the following considerations:* |
| Examples: - |
| ***Component 3—Documenting and sharing knowledge and lessons learned*** |  |
| *Based on the following considerations:* |
| Examples : no written reports, no M&E, system should be in place |
| ***Component 4—Resilience*** |  |
| *Based on the following considerations:* |
| Examples: - (no financial awareness). Security policy (in case of riots, civil fights) |

# Individual reflection on CC 5 (BALANCE DIVERSITY AND COHERENCE)

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| ***Component 1—Maintaining strategic coherence*** |  |
| *Based on the following considerations:* |
| Examples:As already said, improvement can be reached related to the definition of mission vision values and mandate of the PDO itself; definition and sharing, we are still relating to the Salesian ones. |
| ***Component 2—Maintaining organizational coherence*** |  |
| *Based on the following considerations:* |
| Examples: n/a |
| ***Component 3—Maintaining a balance of perspectives*** |  |
| *Based on the following considerations:* |
| Examples: c. (do the people working for the PDO represent a healthy mix of competencies, backgrounds and personalities) is ok “on call” (when a project comes up). Need to upgrade projects with modern times and new needs. The attitude is good, prone to change. PDO could be an initiator for change. Need for sharing experiences b/w PDO and houses. Social Communication Department part of the Province + website. For projects, information is collected ad hoc, there is no systemic way of collecting information.  |
| ***Component 4—Staying grounded or routed*** |  |
| *Based on the following considerations:* |
| Examples: It would be a good idea to integrate IGA into projects (difficulty would be Gov requirements). m. (does the PDO stay in touch with the need of the marginalized/vulnerable) is ok; need for assessment studies (new research). Change usually occurs by sharing experiences from other countries, this could improve. The Province should prepare young Salesians in a technical way.  |