Context, General observations and comments - AET

PARTICIPANTS: the Executive Director for opening ONLY, Exec Assistant, project manager, 1 director TVET, 1 finance officer (day 1 only), 3 focal persons from the LCs

The AET PDO is intertwined with the Procure. The Project Approach is related to project which come to Ethiopia via the main donors – the Don Bosco Network. (Gaps in reporting) and for the time being the PDO is not proactive on the side of new projects identification.

The PDO is not officially registered in Ethiopia: it is under the umbrella of the catholic Church, for political / financial reasons. This constitutes a limitation since the majority of Donors requires official accreditation as NGO.

The AET situation is different from other PDOs of Sub-Saharan and Southern Africa: there is a longstanding relation with VIS which is covering the function of project managing.

Also, at the moment there is an international adviser (ex-VIS Director) who is supporting the process of change. One member of staff has been hired, another one will be.

At the moment the PDO is working on the sensitization and building up of competencies at LCs level: this is required particularly for the sake of reporting.

Much has to be done in terms of change of mentality from Charity approach to project approach, both at PDO and Houses level.

Networking, identification of projects, exposure to best practices is required.

Synergies with the Provincial have started and this is an important step.

Gap analysis

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| **Improvement areas** | **Gaps in terms of capacity building** | **Gaps in terms of activities to be done** |
| 1. The Vision mission and values and mandate are not written and 100% shared | * Vision, mission and values of the Salesians are drafted (how to) 🡪 * Vision, mission and values should appear in the project writing phase (project formulation) | * Define and write Vision, Mission and Values   🡪 |
| 1. Members of staff of the PDO should participate in the re assessment of Mission Vision and Values and mandate | * Leadership and Managerial styles * Empowerment & * Motivation as consequence of training and specialization | * Periodic revision of vision mission with all members of staff |
| 1. Clear roles and responsibilities within the PDO & shared information |  | * Definition of organogram * Clear job descriptions, roles and responsibilities * Re-structuring of the PDO in a separate way from the Procure |
| 1. Motivation of staff | * Handover * File management * Leadership and management | * Systematic way to assess staff performance (performance appraisal) * Way of recognition of roles (personally it’s there but not professional) * System for continuity of activities and information * Recognition of PDO at LCs level * Internal coordination meetings |
| 1. PDO is not involved from the beginning and in all projects, to strategize, supervise and monitor the projects (from the inception to the ex post - evaluation) | * Formulation of projects, supervision, M&E, ex post evaluation | * Clear definition of the mandate of the PDO |
| 1. Structuring (re-structuring) of the system/team & coordination |  | * Already in process |
| 7. Clear financial reporting in line with Govt expectations particularly at the house level where projects are implemented | * Financial monitoring | * Involvement of PDO in financial |
| 8. Formulation of a M&E system | * M&E, * Financial reporting | * Creation of an improved system with the houses for financial reporting |
| 9. Capacity building of LCs |  | * Under processing * Improve the skills of LCs for financial reporting |
| 10. Identification of new projects as alternatives to the income from the procure | * Identification of threats and opportunities of projects * How to align a project to OPP/SEPP * Familiarization with the Provincial Plan * Updated skills for planning and formulation * Needs assessment * Market research and link to PPP | * Improve and increase contacts with other potential institutional donors * Project orientation meetings |
| 11. Capitalization of existing good practices of networking (i.e. Adwa) |  | * Website, * Best practice sharing |
| 12. Interaction with the Commissions |  |  |
| 13. Formulation of a M&E system | * M&E skills * Financial reporting * Systematic M&E system not only for the contingency of new projects |  |
| 14. Financial flow - accountability | * Financial planning | * Ensure financial transparency at project level |
| 15. Replication of preventive approach projects and share of experience / material | * Written documentation, collection | * Networking, * Collection of best practices * Sharing of experiences (national and international) |
| 16. Security policies and exercise |  | * Develop security policy |
| 17. Sharing good practices (houses informed about the website?) | * Database | * Media toolkit and dissemination of info (brochures etc.) |