



REPUBLIC OF ALBANIA
AGENCY FOR THE SUPPORT OF CIVIL SOCIETY



amshc

Agency for the Support
Of Civil Society

LONG-TERM STRATEGY

2015-2020

Operational/Implementation Plan 2015-2020

Of the Long-Term Strategy Of

The Agency for the Support Of Civil Society (ASCS)

ASCS LONG-TERM STRATEGY 2015 - 2020

Operational/Implementation Plan 2015-2020

*NOTE: Operational Objectives that begin with the symbol *** are ideal candidates for tasks for which AMSHC should request external technical assistance*

Aims	2015	2016	2017	2018	2019	2020
Operational Objectives						
Aim 1: AMSHC’s organizational success is driven by a high performance Supervisory Board						
<p><i>Strategic Objective 1.1: The Supervisory Board’s skills, networks, and talents are leveraged to optimize its strategic decision-making and governance of AMSHC</i></p> <p><i>Operational Objectives:</i></p> <ul style="list-style-type: none"> To clearly define and delineate the roles for the Board on the basis of three main functions (ie, Governing AMSHC; Being an advocate for concerns raised by civil society; and, Setting priorities and directions for grants-making). To advise upon and approve new policies and management procedures (especially those in Aim 3). 	X	X				
<p><i>Strategic Objective 1.2: The mechanisms for establishing priorities and selecting grants is strengthened.</i></p> <p><i>Operational Objectives:</i></p> <ul style="list-style-type: none"> To mandate that consultations and contextual analyses occur each year in anticipation for calls for proposals To set sub-priorities and sub-topics under each of the 5 priority areas in each call for proposals To select grants according criteria in the call, government priorities, consultations, and contextual analyses 	X	X	X	X	X	X
	X	X	X	X	X	X
	X	X	X	X	X	X

Aim 2: AMSHC is recognized as a transparent, fair grant-making organization which serves the best interests of all Albanians through Albanian civil society						
<p><i>Strategic Objective 2.1: AMSHC is widely recognized as a transparent grants-maker</i></p> <p><i>Operational Objectives:</i></p> <ul style="list-style-type: none"> To develop standardized reporting formats for grantees and the public which transparently publish all aspects of grants-making (to include formats on selection criteria, grants application scoring, standardized categories for reasons of rejection, grants made, and grants closed successfully) To disseminate these activities publically with each grants cycle To create a scoring mechanism for projects after they are completed 	X	X				
	X	X X	X	X	X	X
<p><i>Strategic Objective 2.2: AMSHC's contribution to Albania's development is understood and valued by the civil society and the public</i></p> <p><i>Operational Objectives:</i></p> <ul style="list-style-type: none"> To conduct analysis on the civil society sector through regular consultative round-tables and other meetings in which civil society will be able to present issues and trends to AMSHC staff To create feedback mechanisms (either online or as a post-grant surveys) to grantees so that they can provide feedback on grants management issues and concerns. ***To develop a communications strategy/plan ***To create of a slogan carrying a message of AMSHC is helping to put taxes to work for the benefit of the people To engage with the media to spread information about AMSHC, its results achieved, and why it is a unique, beneficial government service to the Albanian people. ***To create branding and visibility requirements for all grantees so that the donation of AMSHC is also known to the beneficiaries of the projects and those in the communities 	X	X	X	X	X	X
		X	X	X	X	X
	X	X	X	X	X	X
		X				
		X				

Aim 3: AMSHC has an agile, efficient administration with technical capacity to be a leader for the civil society sector						
<p>Strategic Objective 3.1: AMSHC is an effective advocate for civil society concerns.</p> <p>Operational Objectives:</p> <ul style="list-style-type: none"> To create analyses and recommendations based on consultations with civil society To publish and advocate for concerns raised by civil society (upon approval by the Board) 		X	X	X	X	X
<p>Strategic Objective 3.2: AMSHC is an innovating force for civil society, through technical assistance and funding</p> <p>Operational Objectives:</p> <ul style="list-style-type: none"> To research and identify trends and innovation (especially related to volunteerism, local philanthropy, and social enterprises) for Albanian civil society To encourage adaptation and implementation of such trends through technical assistance and grants-making 		X	X	X	X	X
<p>Strategic Objective 3.3: AMSHC's staff have technical capacity to manage the programs and transfer knowledge to civil society</p> <p>Operational Objectives:</p> <ul style="list-style-type: none"> To create a staff learning plans for each staff member To identify and implement learning opportunities for staff, including participation in civil society events, exchange opportunities with other donors, etc To identify specific areas within this Aim for TACSO technical assistance 	X	X	X	X	X	X
<p>Strategic Objective 3.4: The grants application process is more efficient for both applicants and AMSHC itself</p> <p>Operational Objectives:</p>	X	X				

<ul style="list-style-type: none"> To revise the application process to be easier for local NGOs. An internal committee will look for ways to streamline the process, including a two-stage process with concept paper and then full proposal as well as changing the administrative requirements of submitting multiple documents. <i>The internal committee shall make recommendations and the Board will approve the final revisions.</i> 						
<p>Strategic Objective 3.5: Grants administration and oversight is made more efficient Operational Objectives:</p> <ul style="list-style-type: none"> To rewrite the administrative rules of grants administration. An internal committee will be convened to revise the grants-making rules and procedures based on the experience of five years. The committee will address funding levels, application procedures, financial reporting requirements, grant disburse schedule, and other mechanisms. The committee will also address issues related to audits, sampling receipts, and other ways to reduce the workload on AMSHC staff. <i>The internal committee shall make recommendations and the Board will approve the final revisions.</i> 	X	X				
Aim 4: AMSHC measures and reports upon the impact of grants-making for the benefit of the Albanian public interest						
<p>Strategic Objective 4.1: AMSHC has improved capacity and systems to effectively monitor its grants Operational Objectives:</p> <ul style="list-style-type: none"> To create a Monitoring and Evaluation Officer position To divide grants management among AMSHC staff according to programming area portfolios in order to increase their technical specialization To build capacity of staff of monitoring grants ***To build tools, procedures, and systems for monitoring AMSHC grants (including guidance or a checklist for staff) 	X	X X	X X	X	X	X

<p>Strategic Objective 4.2: AMSHC demonstrates the value, impact and contributions to national/global development goals of its grants-making</p> <p>Operational Objectives:</p> <ul style="list-style-type: none"> To contribute to the indicators in the NSDI ***To develop and/or adapt standardized indicators in the 5 priority programming areas and be able to show a cumulative impact over the years ***To conduct regular evaluations of its work, either sectorally or collectively 		X X	X X	X X	X X	X X
Aim 5: AMSHC is the conduit of choice by foreign donors for grants distribution						
<p>Strategic Objective 5.1: AMSHC is acknowledged as a reputable, reliable grants-maker by foreign donors</p> <p>Operational Objectives:</p> <ul style="list-style-type: none"> To increase engagement and coordination with donors present in Albania ***To create a standardized brochure, proposal, and talking points to donors to explain the Agency, its operations, and its uniqueness 	X X	X X	X	X	X	X
<p>Strategic Objective 5.2: AMSHC distributes and manages at least 1 million euros per year of external donor funding</p> <p>Operational Objectives:</p> <ul style="list-style-type: none"> ***To increase capacity to write proposals, including creation of a standard boilerplate proposal which can be adapted for various donors To obtain 1 million euros per year in foreign donor funding To disburse funding and report on the activities in a manner which demonstrates AMSHC's management and technical abilities 	X X	X X	X X	X X	X X	X X
Strategy Renewal						
Strategy Evaluation						
Strategy Development for 2021-2026						