

University of Wales Trinity Saint David
BA (Hons) Business Management Level 4 - Weekend
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World Vision Romania – Organisation Analysis

For this assignment, I decided to analyze my former employee, World Vision Romania Organisation (WVR).

WVR operates in the ‘non-profit’ sector and is part of the global World Vision International Organisation (WVI). WVI is the largest Christian non-governmental and humanitarian organisation first founded in the U.S.A. in 1950 by Robert Pierce. Pierce was a theologian and war correspondent who started his humanitarian work to help the orphans during the Korean war. Today, World Vision works in 100 countries having more than 37,000 employees, 4,279 programmes developed, impacting over 61 mils. people around the world (World Vision International, 2020).



Map of Romania with World Vision development areas

In Romania, WVI had the first intervention in 1977 offering emergency crisis help after the 4th of March earthquake. After the fall of the communist regime, in 1989, WV became a constant presence in Romania, helping the large groups of orphaned children living in government institutions. At present, WVR works in 7 counties through its 7 local offices. Through their long-term development programmes in education, child protection and child participation, economic development and health, WVR helps 22,000 children living in the poorest Romanian rural areas comprising of approximately 200 villages in Cluj, Constanta, Dolj, Ialomita, Valcea and Vaslui counties and in the 5th Sector of Bucharest (World Vision International, 2020).

WVR operates on a tall structure, at national head office level it has a board of directors, an Executive Director, Operational Director, Human Resources Director, Financial Director, Advocacy Director, linked at the local offices level, through the Zonal Managers and the rest of operational employees.

The organisation's goal is to create access to education for all Romanian children. Their mission is to work with local communities to offer better chances for children in rural areas to achieve their full potential and to live life at its fullest.

Their values are: "We value people. We are devoted to the poorest. We are receptive. We are Christians. We are good administrators. We are partners." (World Vision Romania, 2020)

WVR's customers can be divided into two categories: primary customers are their direct and indirect beneficiaries; secondary customers are their stakeholders. Direct beneficiaries are children who benefit directly from WVR programmes and interventions while the indirect beneficiaries are the families and micro-communities that are indirectly impacted by the programmes but still benefit from its results. Both direct and indirect beneficiaries expect from WVR to improve their wellbeing by offering them services and goods e.g. school bursaries, canteen meals, vocational and psychological counselling, etc.

Secondary customers are WVR's stakeholders. They are WVR's staff, volunteers, donors, suppliers, strategic partners, government. NGO's, like businesses, must be accountable to their customers. Therefore, WVR's secondary customers expect from the organisation:

Integrity – translated into outstanding customer service, putting the customer first and its needs being met;

Effective communication – sharing successful stories, sending regular marketing e-mail, evidence shared in social media and any additional methods will keep the donors engaged with the mission they help and will build their satisfaction while securing donor retention (Axelrad, 2017).

Empowerment – staff feel valued when they receive tailored training and professional development and are trusted to make decisions; when they can be creative and bring their value into the organisation.

For this company, I chose to do an internal SWOT analysis. This analysis is made based on the knowledge I gained during my 12 years of employment in WVR and studying the published literature related to Romania's socioeconomic and political profile.

Strengths

- Extensive experience and expertise in managing community development projects
- Experienced professionals working on different programme development sectors (education, health, community development, etc.)
- Good team collaboration in the local offices
- Integrity and transparency
- Christian faith
- Strong relationships with the local authorities in program
- Strong partnerships with local Churches
- Support from donor offices to implement the current projects, capacity building, staff training and development of the social marketing strategy
- Focus on rapidly evolving environment and being prepared for new Romanian context
- Focus on capacity building in response to change and being aware that it is necessary to have appropriate organizational skills
- International networking, sharing experience and know-how within the WVI partnership

Weaknesses

- Low national visibility as result of weak market promotion, lack of market image with a clear social product to promote;
- Teamwork issues at national head office level;
- Staff challenges: there is a lack of clarity in Roles & Responsibilities procedures and how to put them into practice; there are communication issues (derives from the previous item)
- Lack of consistency in developing the organisations role as ‘facilitator’ transitioning from the ‘implementer’ role
- Reactive rather than proactive culture
- Many structural changes over the years
- Poor knowledge about competitors (weak partnerships with other NGOs)

Opportunities

- Access to EU funds, Official Development Assistance (ODA) funds and WVI major donors' funds;
- Openness and willingness of government and local authorities to partnership and dialogue with civil society
- Romania's EU membership offers networking at the regional level on expertise sectors and numerous collaboration opportunities
- Existence of national policies and strategies aimed to stimulate NEET¹ participation
- Government free and compulsory access to 10 years education in public schools
- The donors' market is in a building-up process; following a good marketing strategy, WVR can become an important key player in developing corporate responsibility in Romania
- Romania's GDP growth increased in 2019 at 4.1% (The World Bank, 2020)

Threats

- Increased rates of risk of poverty and social exclusion due to poverty with the highest rate among the EU countries of children living in a household at risk of poverty or social exclusion (Eurostat, 2019)
- Instability of the political environment
- Corruption in government structures, including in those responsible with management of EU funds (The Global Economy, 2020)
- Government's lack of consistency and integrity in strategies implementation
- Free and compulsory access to education is not sustained by infrastructure and policies implementation, with only 3.2% of Romania's GDP² spent on education in 2018 (Eurostat, 2020)
- The increasing gap between the skilled labour and the markets' needs (Skills Panorama, 2016)
- Skilled labour workforce migration within and outside of the EU

¹ NEET acronym comes from 'not in employment, education or training' referring to youths, aged 16-18 years old.

² GDP acronym means gross domestic product and it is a recognized method of measuring a country's economy over a certain period.

	▪ A weak donors' culture coming from the country's history ▪ Global warming and climate instability that each year affects the rural communities and their agriculture activities
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Analyzing the strengths of the organization we were able to see the central role the employees have within the organization. The employees are the most important asset of the organization. Without its employees, an organization would not function. They are the ones that put the policies and procedures into practice, they create, maintain and develop the relationship with the customers, they bring solutions, create new ideas, collaborate and innovate. All these attributes bring enormous value to the organization and its activity. Through the employees' work, the organization can reach its goals. This happens when employees feel engaged and that is part of something bigger than themselves. Serving humanitarian causes is a strong motivation to align the organisation's goals to personal goals. Involving the employees in the decision-making process is another way to get them involved and therefore to work towards achieving the organisation's goals. WVR uses the Performance Appraisal monitoring and rewarding tool; by setting SMART³ personal goals aligned with the programme goal, the employee, together with their manager, can track, measure and quantify its progress and get recognition when their results are satisfactory or beyond expectations thus helping to perpetuate their positive performance. Team building and spiritual retreats are also part of WVR motivation and rewarding system that increases team cohesion, cultivate relationships and breaks barriers between colleagues making them more willing to collaborate and work together to achieve organisations' goals. Lastly, one of the most important method to keep the employees motivated, feel valued and rewarded is to invest in their professional and personal development through different forms of training. As mentioned above, training is an important aspect in WVR activity; the Human Resources (HR) department elaborates an annual national training plan, reviews it and plans the budget for its implementation. At the team level, results of the Performance Appraisal meetings may indicate that staff development is necessary to increase performance or to heighten the skills of an employee who is already performing satisfactorily. WVR supports training staff to better equip them to take on more responsibility and skill development. Training is an inherent and ongoing component of World Vision ministries. WVR also assists with study leave and time off; employees who take on professional courses linked to their development plans can have, discretion to their Manager and Human Resources Manager, time off during their exam period and also financial help to pay for their school tuition.

³ SMART is an acronym used to define indicators or goals; it means specific, measurable, achievable, realistic and timely

WVR offers as well leadership-training programs to WV national and international staff (WVR, 2017).

An important operational role in the organisation is the Project Manager (PM) role. The PM is responsible with the management, implementation and development of the project. PM's responsibilities include:

- oversees all aspects of the project implementation according to project objectives, goals and budget
- regularly monitors and tracks project progress using specific tools
- adjusts project implementation and manages risks to ensure delivery on time and within the planned budget
- coordinates, supervises, leads and motivates the project team
- promotes the organization and the project
- follows the standard processes as defined by the professional organisation and by the internal organisational policies and procedures.

Knowledge requirements: To perform in this role, one needs to have a field related degree. Experience related to the role is also a requirement. Professional level of English language and any other international language is an important requirement. Technical knowledge related to the project is also required.

Skills requirements: excellent organisation skills; strong interpersonal skills; ability to monitor and control budgets; good communication and negotiation skills; the ability to use your initiative and make decisions under pressure. A specific requirement related to the organisations' profile is the Christian faith.

Some specific professional qualifications requirements can include LEAP (Learn through Evaluation, Accountability and Planning) monitoring tool use; software training; project management methodologies such as Agile or Waterfall.

World Vision Romania is a medium-sized organisation that operates in Romania for over 30 years. Its unique Christian faith ministry has led to strong collaboration with important national government partners in tackling the major issues in Romanian society: school abandonment, risk of poverty and social exclusion, child rate mortality and lack of community participation. Although

the external factors that erode the Romanian democracy and socio-economic development have an impact as well on WVR's activity, the organisation leads by example using the model of the bigger WVI organisation - investing in its employees, developing clear and measurable programmes and transforming disadvantages in opportunities.

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Annex 1 - Training Plan

Training Name	Time	Training Type
Health and safety	60 min	Online module
Child protection	3 hours	Classroom presentation
Writing reports – monitoring and reflection	3 hours	Classroom presentation

Training Name	Training Goals
Health and safety	Basic health and safety notions
Child protection	Provide basic knowledge and awareness of regulations in place when working with children
Writing reports – monitoring and reflection	Exploring methodologies to write reports