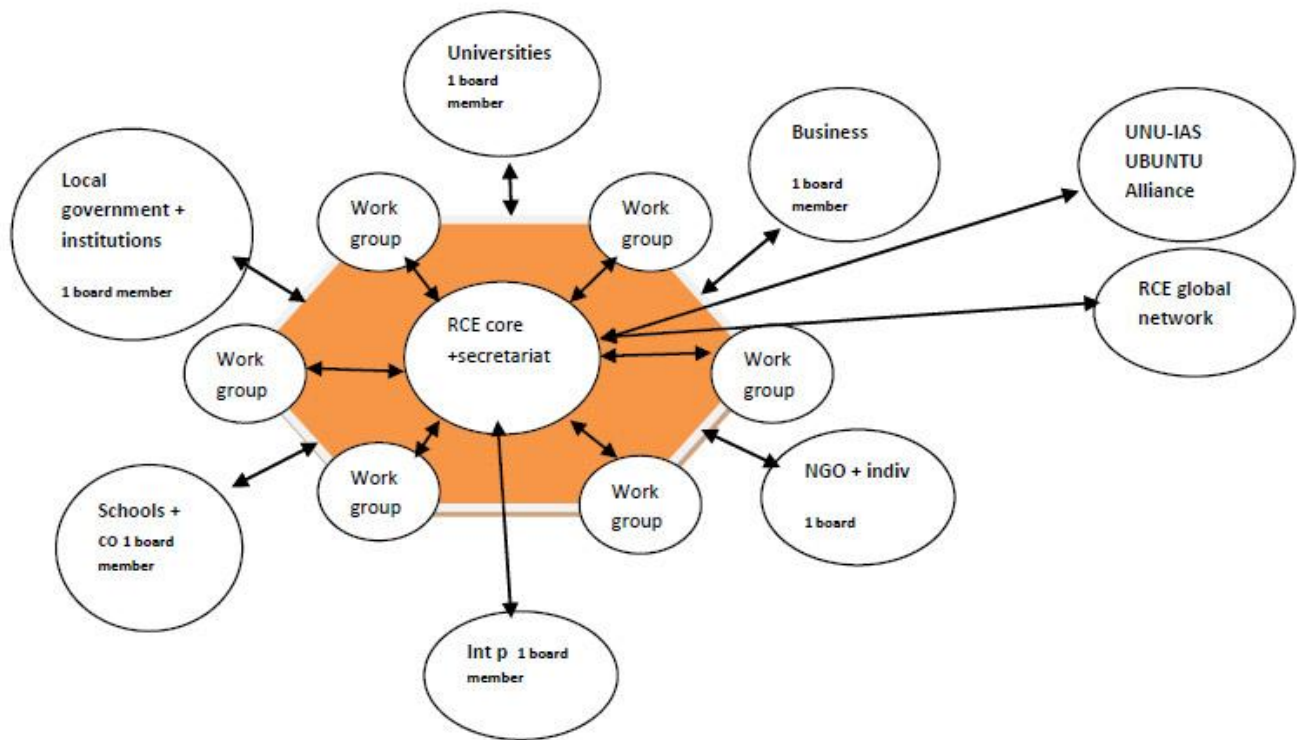

Balanced Scorecard for RCE middle Albania

Background of Organization

“RCE is a network of existing organizations as (Universities, Ngo, Local Governments, Individuals, Businesses, Scientists, Researchers, Volunteers, Media, Students, involved in the spheres of sustainable development such as: Economic growth, Social development, and Environmental protection, with the purpose to contribute to the goal of UN Decade of Education for Sustainable Development DESD, (2005-2014), by translating its global objectives into the context of the local communities. There are 120 RCE-s around the world, each of them unique”

RCE middle Albania, is acknowledged as part of the international network by United University in Japan, UNU-IAS, in December 2012. It is conceived as a tool for development of middle Albania Region, based strongly on cooperation, aiming to solve regional sustainable challenges, by serving as a platform for exchange of information, knowledge transfer and innovation, by influencing policies related to SD, improving education formal and non-formal, raise awareness etc. RCE program is focused specifically on 7 directions: 1.Sustainable Architecture, 2. Research and Education on ESD, 3. Sustainable Tourism, and 4. Capacity building, 5. Inter-Regional Cooperation, 6. Innovation, 7. International cooperation. It is promoting the governance through networks, keeping equality between more than 20 confirmed partners, that consist of different types of organizations as: Local Governments (Three Regional Councils of Tirana Durres Elbasan), Universities and Educational Institutions, Businesses on the field of architecture and construction, Non-profit sector, Associations who operate in the social issues etc. Scheme of collaboration is based on: interconnection of all these diverse partners; between three regions; between partners of each region (Tirana, Durres, Elbasan) between each group of partners, ex, (between businesses, Three regional councils etc), and connection with the international flow and other RCE-s.



Balanced scorecard

Based on the vision of RCE, the main objectives and the current state of the program, a Balanced Scorecard is adopted with the purpose to measure the performance of the network by having the complex information of the data from activities, partners (20 partners, 7 component leaders), projects and core elements that form an RCE, at a glance.

Vision : “RCE-s are committed to building a global learning space on sustainable development issues while helping people in local communities and regions learn the values, behaviors and practices needed to create a sustainable future. By acting as the premium 'global learning space' on sustainable development, the RCE network will measurably contribute to building a sustainable future at local, regional and international levels”.

Objectives:

1. **Regional sustainable Development of middle Albania through measures on ESD**
2. **Improve performance of RCE partner organizations on ESD**
3. **International cooperation**

Core elements of an RCE are: 1. Governance - addressing issues of RCE management and leadership 2. Collaboration - addressing the engagement of actors from all levels of formal, non-formal and informal education 3. Research and development - addressing the role of research and its inclusion in RCE activities, as well as contributing to the design of strategies for collaborative activities, including those with other RCEs and 4. Transformative education - contributing to the transformation of the current education and training systems to satisfy ambitions of the region regarding sustainable living and livelihood.

Balanced Scorecard RCE Albania

BSC	Strategic aim	Critical Success Factors	Measures/ Indicators	Targets	Action Plan
Financial perspective	Financial stability and self sufficiency	No initial funds available for the establishment of RCE	Create a separate budget for the RCE	RCE office and secretariat funded by 2015	Preparation of fund raising strategy Approaching EU for funds as group of European RCE-s
		Informality of the network, No Registration in the country as legal organization (Registration may compromise the unique nature of the network)	Clarifying the potential options of the legal relations of RCE for local and international competitions	Provision of legal expertise and business consultancy in the RCE team	Preparation of country legal requirements context study
					Preparation of a document to clarify the potential legal requirement for the RCE projects
					Studies on the legal structures and relations of other RCE-s in their countries context
		Withdraw of applications for project financing in open call sources	Increase nr of application per year	10 applications per year	Expand the network Application in EU calls
			Increase quality of proposals	Contracting staff for proposal preparation	Partnership with international institutions specialized in proposal preparation
		Financial engagement of RCE Partners	Secure Investments for each component	Launch of Initial funds for each of the 7 components until end of 2015	Preparation of budgets estimations for each component
				Balanced budget in figures between components and partners	Including elements of the RCE projects, in their existing financial plans
			Annual contributions from partners	Payments received from 20 confirmed partners	Agreement for annual contribution
		Lack of Staff	Permanent staff	7 full time staff employed	Contract for one permanent person for each component
			Voluntary work and Student outsource	Creation of the RCE Committee of students	Activities for community and students involvement
			Contribute in human resources from partners	Appoint one person per day to work for RCE	Creation of a rotating team with members from partners
		Donors engagement	Identification of Donors with similar interests	Meetings with all potential donors within one year time	Preparation of RCE Public Relations strategy Invitation of all actors in the RCE exhibition
		Customer perspective	Increase Value of RCE, local and global context	Difficulties in understanding the "Unique Point" of RCE	Introducing advanced forms of governance and blurring of boundaries between organizations as necessity for network cooperation
Research about RCE organizational structure					
Exchange of success stories with other RCE-s					
Use of social media for promoting the value of RCE					

			Lobbying through international network	Continuation of the network after the end of Decade 2014	Involvement in international preparations for post 2015 goals Increase cooperation with other international networks
		Promote ESD as important element for improving quality of life	Include all elements of sustainability in the RCE program and RCE activities	Influence local policies and strategies Change curricula	Preparation of Action plan on ESD for Albania Components 1.2.3.5
Internal perspective	Governance and leadership Coordination	Availability of the partners	Formal/informal meetings	No one of the partners leave the network	Appoint responsibility as the leading partner of the year in a rotating basis
				Increase nr of partners up to 35	Expand campaign, meetings, publications
	Keep the network connected and motivated	Commitment of the partners to include RCE in their program and exchange with the network	Create a Platform for dialogue	5 joint events per year 10 meetings per year of core team 4 board meetings per	Active participation in the RCE-s, international network platform Annual Self evaluation of RCE
Innovation and learning	Transformative education Research and Innovation	Access to innovation and advanced learning in the field	Connection with international network	5 international conferences per year	Deliver of International network bulletin Participation in conferences
			Link of Business with Education Institutions and Society	5 new innovations introduced in the Partner organizations	Knowledge transfer Component 6.
	Embrace advanced practices in the field	Core team expertise and Capacity strengthening	High level experts on board	Increase the advisory board number	Use of media for RCE promotion Meetings
			Personal growth plan	Completion of the 10 training courses from key staff of partners in relevant themes	Application to NFP scholarships individual courses, SIDA trainings and other international capacity strengthening programs Component 4.
			Organization growth plan	3 on site trainings for organizations	Application for PUM senior expert program

Conclusions

To measure the performance of an RCE is difficult due to the specific structure as not of a typical organization but network of organizations. Although considered to play a role as a center of expertise RCE is supposed to function on its own, containing its core team and a program to implement, and being sustainable in itself.

Monitoring and evaluation mechanism foreseen for the RCE, according to the application document, during the process of establishment of the Center were mainly in three directions:

1. **Projects Evaluation oriented**, (evaluation of the project cycle) “The monitoring and evaluation of performance of RCE should be reviewed in periodic meetings, internally through the status of implementation of the work plans, and working groups according to projects. The progress will be evaluated annually, through the fulfillment of objectives and timelines of each project or activity”

2. **Content evaluation oriented** (Specific issue of Sustainability, Economic-Social-Environment) “To create an evaluation committee that will prepare a check list with sustainability criteria and will be scanning the RCE-work through it, evaluating in this way the sustainability performance of RCE itself. A questionnaire will be prepared and filled up to measure the RCE influence in the region”
3. **Variou**s, Indirect channels, as specialized form of performance evaluation from outside specialized experts, annual reporting to the global RCE-s coordination center, etc.

Apart from the above, as the end of the decade on ESD (2010-2014) is approaching, in the framework of new UN development goals, a process of evaluation has started from the Global RCE-s network coordination center. The assessment process has three overarching goals: 1) To collectively learn (and, therefore, improve quality) of RCEs’ work; 2) To improve quality of the RCEs contribution into transformative learning and sustainability change; 3) To facilitate collective work of the RCEs as a networked community engaged in diverse social learning and change initiatives. *“A form of evaluation is “Constitutive evaluation” that is focused on the core elements of the RCEs and its functions as constituted in its inception document and as peer reviewed and vetted by the Ubuntu Commission”. The questions guiding evaluation should be designed against the backdrop of these core RCE elements – Governance, Scope of Collaboration, Research & Development, and Transformative Education. While record and analysis of these data could take different forms, the foundational – constitutive – framework could be derived from the RCE principles and treated as a baseline. (RCE Global Center) A sustainable RCE is one which is strong in all these elements”.*

Regarding these circumstances, and taking into consideration the goal of RCE for fast growing the adoption of RCE Albania Balanced Scorecard, is seen as appropriate and useful for various reasons.

1. It’s compatible with the timeline framework of RCE. The timeframe of RCE establishment cycle, is divided in three phases as following:
 - First phase:** RCE- Application process until official acknowledgement 1-2 years, Sep-2011-Dec 2012,
 - Second phase;** Consolidation enforcement of existing coalition (5 years – 2017),
 - Third phase;** Continuation and expansion of coalition and impact (no time limit)

The application of a BSC is perfect for the Second Phase, for helping to look forward instead of backward. During the first phase the work was concentrated in the preparation of application, creation of the network, strategy and program preparation until Center Acknowledgement. Second phase will need to prove efficiency and the success. Orientating the development in right direction during this phase is crucial for the continuation of the RCE.

Adopted BSC in this specific case, can help to view the network from another perspective. The four Core elements of an RCE (Governance, Cooperation, Transformative education, Research and innovation) are incorporated in two of BSC elements. **3. Internal perspective** (Governance and Cooperation) **4. Innovation and learning** (Transformative Education, Research and Innovation), creating in this way opportunity to use the two other elements of 1. **Financial Perspective** and 2. **Costumer Perspective**, to evaluate and measure different angles of RCE that are not covered in its core elements. While the RCE objectives are translated in all the fours BSC elements.

2. Analyzing the results of RCE BSC, elaborated in the table above, it can be seen that critical points are mainly in the financial perspective, although this issue is already known and accepted as critical, and less in Costumer Perspective. The two other elements are in better conditions, due to the fact that are more related to the activities during the First phase.

An element that did not come out from this BSC, is the degree of importance that Partner organizations of the network, can play in the successful continuation of the RCE. Although this form of measurement is treating the RCE, more as a compact Center, the network and strengthening of Partners by taking the leading role should be more reflected in Success/Critical factors.

It will be useful to compare the results after one year when some of the financial issues might be in better conditions.

The adoption of the Balanced Scorecard for the RCE Albania has resulted as an interesting exercise.

On one hand the RCE network is voluntary, inclusive and flexible, that as a spider net, which creates, connects and expands, (trying to promote the governance through networks), on the other hand it appears to be necessary that the operations and organizational issues of the core team to function as a compact organization.

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