



USAID /ORT Montenegro Advocacy Program

**Quarterly Report
February – April 2002**

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I. Summary and Benchmarks

Significant progress in program deployment and implementation was made during the first quarter. All program infrastructure was secured, including office facility, equipment, furniture, and vehicle. Sub-grant agreements were signed with regional consortium partners, and full-time representatives from both organizations are on-ground. ADP-Zid relocated to the joint office facility and established a cooperative relationship with the consortium. Local staff was recruited, and a joint organization development staff training retreat was held for MAP and ADP-Zid. Consistent organizational systems are being implemented within MAP and ADP-Zid. Challenges that arose were largely expected due to the nature and complexity of the program. A consortium of three organizations from three countries, coupled with a local partner, with a total of more than 25 individuals in one office facility will involve additional effort in organizing and oversight.

The MAP's training, technical assistance and grants support will leave behind a critical mass of effective, efficient NGOs with concrete advocacy skills and experience. With support from the advocacy infrastructure embodied in the ARC and the RACs, these NGOs will form the nucleus of a well-organized, visible, and vocal NGO sector committed to active participation in Montenegro's political, economic, and social development. Please refer to Attachment 1 for listed benchmarks.

II. Program Deployment

Program deployment commenced immediately following the issuance of the Cooperative Agreement in late January and concluded by the end of month two. Deployment activities included establishment of in-country presence, development and submission of Year One Implementation Plan and regional consortium partner sub-grant agreements, ORT NGO registration and certification of tax exempt status, identification and establishment of appropriate office facility, relocation of ADP-Zid's office to the new facility, furnishing and equipping of new facility, recruitment and hiring of local staff, and overall program management and oversight.

1. Established in-country presence

The MAP Chief of Party and ORT Director arrived in country within one week of the issuance of the Cooperative Agreement. The Consortium Manager followed shortly. ORT met with USAID, reviewed the MAP strategy and planned joint start-up tasks with local partner ADP-Zid, worked to secure program office space, and began the search for staff accommodations. Representatives of ORT's Albanian and Hungarian regional consortium partners (Foundation for Development of Democratic Rights – FDDR and Albanian National Training and Technical Assistance Resource Center – ANTTARC) arrived during week two to take part in joint planning and implementation plan development.

2. Finalized Year One Implementation Plan and Consortium Partner Sub-grant agreements

FDDR and ANTTARC representatives spent week two working with the Consortium Manager and Chief of Party on program planning and scheduling in order to develop the year one implementation plan, which was submitted to USAID (See Attachment 2). During the consortium planning meetings, the implementation plan was developed jointly

by ORT and the other consortium partners, each contributing to program planning and scheduling based on their respective organization's role in program delivery. The development of the implementation plan also served as a tool for internal planning, allowing each member of the consortium maximum input into programming and scheduling. During the week-long planning session, regional consortium members gained an in-depth understanding of how their roles contribute to the accomplishment of overall program goals. Detailed planning of activities for the first year of the MAP resulted in development of a detailed implementation schedule and Gantt Chart and also led to identification of program points, activities, and scheduling for outside regional consultants and experts.

FDDR and ANTTARC sub-grant agreements were drafted incorporating the year one implementation plan. In addition, logistical and program preparations began in anticipation of March arrival of consortium representatives designated for in-country assignment. Finalized sub-grant agreements were signed with both consortium partners in March (See Attachment 3).

3. Completed ORT registration in Montenegro (Ministry of Justice) and obtained proof of tax exempt status (Ministry of Finance) - ORT met with USAID personnel and Ministry of Justice officials to learn about registration requirements and procedure. ORT completed the NGO registration process with the Ministry of Justice and received certification as an international NGO registered to operate in Montenegro on February 22, 2002 (See Attachment 4 for registration documentation).
4. Identified office space and established MAP offices

Significant effort was given to identifying appropriate program offices. Due to the nature of the program, it was important to identify a facility that could accommodate all consortium partners, local program staff, and ADP-Zid, and which would also be conducive to carrying out program activities. Special consideration was given to the fact that the local partner ADP-Zid would relocate its office to the MAP premises. It was important to identify a facility that would allow ADP-Zid to maintain its identity to the greatest extent possible. In addition, adequate space (a large training room) for on-site training was needed.

Through a joint effort of ORT and ADP-Zid, appropriate program offices were identified a few weeks later and negotiations were finalized with a signed lease. Significant construction and renovations took place throughout the month. The new office consists of a three-floor facility with adequate space and layout for ORT, FDDR, ANTTARC, and ADP-Zid to carry out all program components. The facility houses a large on-site training room, which will be used for a variety of training programs, grants information meetings, and other large group activities. The MAP program staff will primarily work from two floors, with ADP-Zid staff not directly involved in the MAP working from a third floor.

5. Recruited and hired staff through an open, competitive process

Maximum effort was placed on identifying a dynamic, high-caliber, diverse team of individuals for positions with the MAP. A detailed employment announcement was prepared which outlined objectives of the program, individual position descriptions, and

detailed application procedures (See Attachment 5 for the Employment Announcements). The announcements were prepared in both English and local language, and posted during a two week period (March 1-12) with three television stations (Elmag, Montena, nTV), two newspapers (*Vijesti* and *Dan*), *Zid Magazine*, four university faculties, seventeen international organizations, all USAID implementers, and throughout the NGO community through various list-serves, email announcements, and hand deliveries.

In order to ensure rigorous, open competition, special consideration was given to establishing strict application and hiring procedures. A total of 189 applications were received for 11 open positions, indicating high-interest in the program. The staff recruitment team consisted of ORT's Chief of Party and Consortium Manager, and ADP-Zid's Executive Director. The team conducted a review of the applications based on specific pre-established criteria regarding background, experience, motivation for working with the MAP, and references. A short list for candidates for each position was placed on an interview list.

Extensive interview protocol and instruments, including a standardized questionnaire, position-specific questionnaires, position-specific exercises, and translation and computer skills exercises were developed, based on a scoring system (See Attachment 6 for copies of the interview questionnaires and exercises). The recruitment team conducted interviews of short-listed candidates, with individual and overall scores calculated and charted. Individuals with the highest overall scores were called for a second interview. Individuals were identified for each position based on overall scores and interview impressions, which were evaluated during extensive discussions by the recruitment team. (See Attachment 7 for final score charts). Considerations such as team composition and indication of long-term interest in the MAP were important in order to ensure sustainability. Team diversity in terms of background and experience, including sector representation, was considered important in order to ensure maximum knowledge and skill transfer between staff members.

Scopes of work were finalized based on individual strengths and experience of final candidates and contracts were signed (See Attachment 8 for Scopes of Work). A total of 12 local staff contracts were signed (See Attachment 9 for the MAP Staff List). Four staff positions were filled by individuals who have past experience working in some capacity with ADP-Zid. ADP-Zid staff and representatives that applied for positions with the MAP participated in every phase of the application process. The result of such a rigorous, competitive process is a high-caliber team of individuals motivated to carry out the mission of the MAP. The team consists of individuals with extensive experience in public sector, private sector, NGO sector, and media.

6. ORT / PMU Management and Oversight

Strict financial controls were put into place to ensure financial accountability from start-up. The Chief of Party reviewed and approved all expenses through monthly expense, financial, and bank and cash reconciliation reports, which were prepared by the Consortium Manager (interim Finance Manager). The Consortium Manager established basic financial procedures and forms, including a Cash Advance Form, Receipts, and bank transaction forms (Withdrawal, Transfer Request forms).

ORT's Consortium Manager and Chief of Party worked closely with FDDR and ANTTARC staff throughout the quarter to ensure that all training and technical assistance activities were tailored to reflect individual needs of MAP and ADP-Zid staff and provide maximum contribution to achievement of overall MAP program goals. Toward these ends, the Consortium Manager and Chief of Party: reviewed the needs assessment process for the MAP and ADP-Zid Staff OD Training Retreat and provided suggestions for finalization of the assessment tool and methodology; directly participated in the document analysis portion of the MAP and ADP-Zid Staff OD Training Retreat needs assessment; provided feedback for finalization of the MAP and ADP-Zid Staff OD Training Retreat agenda; provided oversight during finalization of all training materials by ANTTARC consultants to ensure maximum tailoring and consultations with key stakeholders prior to printing of training materials; reviewed and approved the final training manual for the MAP and ADP-Zid Staff OD Training Retreat; reviewed, contributed to, and approved the Advocacy Skills ToT design, proposal solicitation, and selection of regional training providers; and provided technical assistance to the FDDR Representative to design and finalize Advocacy ToT training provider scopes of work.

Overall Impacts

- Regional consortium members obtained increased understanding of how their roles contribute to the accomplishment of overall program goals
- Consortium members developed stronger cooperation as a result of joint implementation planning
- Regional consortium partner FDDR increased capacity to design training program to be provided by regional experts and in soliciting proposals
- Regional consortium partner FDDR increased capacity to design and implement competitive recruitment processes, based on his participation as skills exercise administrator and scoring of applicant evaluation forms during the MAP recruitment process
- Local partner ADP-Zid gained experience in identifying and securing appropriate facility, and office planning and establishment based on program goals
- Secured on-site training facility will facilitate program implementation and provide opportunity for additional activities
- Separate on-site offices for ADP-Zid non-project staff and activities will enable local partner to maintain identity while increasing organizational capacity
- ADP-Zid gained experience in USAID competitive bidding process
- ADP-Zid executive director and staff and MAP staff gained improved understanding of competitive staff recruitment procedures, based on participation in the MAP recruitment process
- A large number of applicants gained experience in competitive application process and rigorous staff recruitment procedures
- Widespread advertising campaign ensured maximum coverage of employment opportunities, as well as maximum interest and applications
- MAP and ADP-Zid gained greater public visibility, due to extensive advertising of the MAP positions announcement and reference to the ADP-Zid web site
- Standardized staff recruitment protocol and instrumentation developed will be used in future training with NGOs

- ORT and ADP-Zid demonstrated to the NGO sector and the larger community high standards during the recruitment process, which indirectly serves as an introduction to the rigor in which the MAP will be carried out
- Successful recruitment of diverse, high-caliber local staff

III. Advocacy Resource Center (ARC) Establishment and Development

The establishment and development of an effective and sustainable Advocacy Resource Center within ADP-Zid is one of MAP's primary program goals. The establishment of the ARC will take place in several phases, beginning with hiring of ARC staff-in-training and concluding with the shift of daily management responsibility and awarding of ADP-Zid's sub-grant agreement in year two of the MAP. Development of the ARC will continue throughout the life of the MAP.

During the first quarter, four significant steps were taken to establish and develop the MAP's Advocacy Resource Center:

1. MAP (including future ARC) staff were recruited and hired.

As described in the program deployment section, MAP (including future ARC) staff members were recruited and hired through an open, transparent, and competitive hiring process. MAP staff members that will work for the ARC include five Training Consultants, a Grants Manager, a Program Assistant, and a Program Manager (currently ADP-Zid Executive Director on an interim basis).

In addition, two Finance Managers, a second Program Assistant, and a Transportation and Logistics Manager were hired as PMU staff, to play a supporting role to the ARC and provide administrative and financial management training through the ARC to MAP sub-grantees. One of the MAP Finance Managers is dedicated full-time to establishing and maintaining a transparent, accountable financial management system for ADP-Zid, in order to ensure Zid's capacity to effectively manager and administer its sub-grant in year two of the program. Beginning year two, she will make the transition to ADP-Zid along with the ARC staff.

Immediate Impacts

- New staff members gained better understanding of how competitive recruitment processes are conducted through their own experience during the ARC recruitment process.
- New staff members bring diverse experience, perspectives, professional backgrounds, and relationships from business, media, NGO, and governmental sectors to the ARC.

2. ARC space was fully furnished and equipped

Appropriate space for ARC services was one of the primary considerations in identifying the MAP office facility. Within MAP's leased facility at Gavra Vukovica bb in Podgorica, the ARC has a separate floor with a reception area, a training / meeting room, and three offices, including the training and technical assistance office, grants program office, and program management office.

Immediate Impacts

- ARC staff-in-training demonstrates improved confidence levels in using technology for professional work and training.
 - ARC staff-in-training finalized internal operating systems and documents and began immediate implementation of action plans, making active use of all equipment, furniture, and resources available to them in the office.
3. MAP and ADP-Zid staff participated in rigorous organizational development training and technical assistance.

MAP (including future ARC) staff began their employment with an intensive ten-day organizational development staff training retreat in Budva, designed and delivered by ANTTARC based on a training needs assessment. Staff members met for the first time at the retreat, and MAP and ADP-Zid staffs participated in joint exercises and planning in order to facilitate team-building and joint ownership of the MAP and build a common vision for ADP-Zid that will facilitate the transition of the ARC to ADP-Zid in year two.

The retreat was implemented using a variety of different methodologies (presentation, small and large group discussions, small group work, exercises, role plays, and others) and a high level of flexibility was incorporated into the schedule, resulting in a highly participatory program tailored to the participants' needs and work styles and focused on achievement of concrete objectives. The setting and timing of the retreat were ideal for team-building and small group work, which helped to maximize the team-building impact and keep participants focused on accomplishment of retreat objectives. Participants drafted a large quantity of organizational systems, documents, and plans during their work groups and were given the responsibility of scheduling outside meetings of their small groups when necessary to complete the drafts by the specified deadlines.

A follow-up meeting to analyze the retreat process was held on April 29, in order to highlight the program and personal benefits of the retreat, identify limitations or dynamics that interfered with retreat process and results, discuss how the retreat will facilitate overall effective MAP implementation, and identify lessons learned for establishing a productive work environment. MAP staff also discussed how the retreat experience contributed to an increased understanding of their future training and technical assistance provision role with other NGOs.

Immediate Impacts

- The retreat resulted in significant team building between MAP and ADP-Zid staff.
- MAP and ADP-Zid staff demonstrated increased awareness of the goals and objectives of the MAP and their respective roles in implementation.
- MAP staff obtained an increased understanding of, and confidence in their future role of training and technical assistance provision through mentorship from the consortium and practical, hands-on experience.
- MAP and ADP-Zid staff obtained increased knowledge of training program evaluation.
- Strategic plans and organizational systems, including policies and procedures and action plans were developed jointly by MAP and ADP-Zid staff.
- During the follow-up meeting to process retreat results, staff demonstrated improved awareness of their own strengths and limitations as a group and identified areas for

improvement within the team (specifically, improving efficiency of group communication and decision-making process).

4. Implementation of policies and procedures, organizational systems, and action plans

Following the Organizational Development Staff Retreat, FDDR and ANTTARC Resident Representatives, Chief of Party, and Consortium Manager provided feedback and technical assistance to MAP staff, in order to finalize and implement all organizational systems, policies and procedures, and plans developed during the retreat. As part of this process, the Grants Manager received technical assistance to learn how to navigate comfortably within the MS Access-based Grants Management Database and to become familiar with basic grants process-related documents.

Immediate Impacts

- Program Assistants identified areas of inefficiency in office administration and suggested remedies.
- MAP staff obtained increased understanding of importance of organizational systems.
- Grants Manager demonstrated increased capacity to use MS Access to enter and retrieve information from a database.

IV. Sub-grants

Development of sub-grant programs began with the arrival of the FDDR Representative in mid-March. In the first quarter, the Grants Management Database structure was designed and programmed, goals and objectives for the sub-grants program were developed, and design of the grants process and related documents began.

1. Grants Management Database - the basic structure of the Grants Management Database was designed and programmed according to the special needs of the MAP sub-grant program.
2. Goals and objectives - the goal and objectives of the sub-grants program within the MAP were further delineated during the Organizational Development Staff Retreat by MAP and ADP-Zid staff, with assistance from FDDR.
3. Grants process and related documents - In the last week of April, FDDR provided an introduction to grants management procedures and tools to the Grants Manager, in order to improve her understanding of the overall grants process and principles of competitive grants management.

Overall Impacts

- The Grants Manager demonstrates increased understanding of the grants management system, tools, and procedures commonly used in grants administration.
- Grants management tools and documents to be developed identified for the MAP Program.
- The Grants Manager demonstrates improved skills for developing the grants management system, methodology, and tools.
- Grants Management Database structure identified and programmed in Microsoft Access.

- The Grants Manager demonstrates increased confidence and ability to navigate within Microsoft Access.

V. Training and Technical Assistance

Training and technical assistance in the first quarter concentrated on institutional strengthening and staff development of the MAP and ADP-Zid, and included the MAP and ADP-Zid Organizational Development Staff Retreat and related post-retreat technical assistance, planning and preparation for the Advocacy Skills ToT, and technical assistance related to development of the sub-grants process.

MAP and ADP-Zid Staff OD Retreat

1. Needs Assessment for Staff Organizational Development Retreat

During the first week in April, ANTTARC, in coordination with the Consortium Manager, conducted a comprehensive needs assessment, in order to tailor the OD Retreat to MAP and ADP-Zid staff experience levels and needs. The needs assessment methodology included three elements: administration of a questionnaire to ADP-Zid staff, individual interviews with ADP-Zid staff, and review of new MAP employee files.

Important conclusions drawn from pre-retreat needs assessment are summarized in the box below. Complete results of the Needs Assessment Questionnaire and Interview Analysis may be found in Attachment 10.

OD RETREAT NEEDS ASSESSMENT RESULTS (April 2002)

- ADP-Zid had some written policies and procedures that were developed late last year, but some were not relevant for the organization's size and needs and many are not being implemented.
- ADP-Zid lacks strong management structure and reporting relationships. Everyone basically reports to the Executive Director, but the process of reporting and internal communication lacks clear definition, consistency and mutual understanding among staff. This has a negative impact on the organization, in that no one (not even the Executive Director) has all information regarding the organization's programs, finances, and other operational issues.
- ADP-Zid's system of documentation is heavily project-based. Although they are beginning to develop internal strategic documents, most other documentation is project-related and follows specific donors' formats and information requirements.
- ADP-Zid lacks a financial management system. Aside from financial reports to donors, little financial documentation exists, except for *Zid Magazine*, which has a separate bank account and financial documentation (which includes sales income, donor support, and expenses).
- ADP-Zid staff did not have any previous experience in organizational development
- Participants were looking forward to the training retreat as a good opportunity to improve their knowledge and skills relating to organizational development and management
- Participants saw the staff retreat as an opportunity to develop their organization
- Participants saw the training retreat as a good opportunity to establish working relationships with the MAP staff members
- Participants expected that the training retreat would help them to understand and adopt international NGO standards.

Information collected during the needs assessment was used to tailor the training retreat to meet participant and organizational needs and to select appropriate training materials. A comprehensive package of retreat materials including training manual, handouts, exercises, and the training evaluation protocol was carefully developed (See Attachment 11 for the manual with handouts and Attachment 12 for the training evaluation tools).

Immediate Impacts

- The OD Training Retreat materials were tailored to address MAP and ADP-Zid staff experience levels and interests, as well as to address organizational development needs of ADP-Zid.
- ADP-Zid staff gained experience with training needs assessment through their participation in ANTTARC's training need assessment.
- ADP-Zid staff became more aware of their training needs through the process of examining their own individual training backgrounds and experience and identifying individual areas of interest and need.
- The ANTTARC Representative formed a closer working relationship with ADP-Zid staff members and gained an in-depth understanding of their individual backgrounds and experience levels, as well as roles within the organization.
- The ANTTARC Representative and Consortium Manager gained an in-depth understanding of ADP-Zid's level of organizational development, its weaknesses, and specifics of its programs and activities.

2. MAP and ADP-Zid Organizational Development Staff Training Retreat

The MAP and ADP-Zid Organizational Development (OD) Staff Training Retreat was held at Hotel Aleksandar in Budva from April 15-25, 2002. The 10-day retreat was designed and delivered by ANTTARC, with support from the Consortium Manager and FDDR Resident Representative, in order to strengthen the knowledge and organizational capacity of MAP and ADP-Zid, team-build among and between MAP and ADP-Zid staff members, and develop organizational structures and systems, policies and procedures, and strategic documents.

The OD Retreat and follow-up technical assistance focused on the development of organizational strategic and action plans, internal operating systems, policies and procedures, and other organizational documents. (Please refer to Attachment 13). Specific objectives of the Retreat included:

- To understand the goals and objectives of the USAID / ORT Montenegro Advocacy Program;
- To enhance communication and team-building within MAP and between MAP and ADP-Zid;
- To understand International NGO Standards;
- To understand NGO Board of Directors' role and responsibilities and its relationship to the executive staff;
- To understand the strategic planning process and develop a strategic plan for ADP-Zid;
- To understand public relations and marketing tools and techniques and develop a strategic public relations plan and public relations materials for MAP and ADP-Zid;
- To understand fundraising tools and techniques and develop a strategic fundraising plan for MAP and ADP-Zid;

- To understand organizational internal operating systems and develop internal operating systems for MAP and ADP-Zid;
- To understand the basics of financial management and develop a financial management system for MAP and ADP-Zid;
- To understand the process of monitoring and evaluation;
- To understand the importance of policies and procedures and develop a policies and procedures manual for MAP and ADP-Zid.

Training Methodology

A participatory approach was employed throughout the training. Warm-up exercises, brainstorming, small and large group discussion, presentations, lecturettes, case studies, and role plays were all incorporated into training methodology, in order to achieve training retreat objectives and ensure active involvement of all participants.

Furthermore, participants were provided with work time to develop organizational systems and documents that are essential to institutional strengthening. Structured discussion, small group work, and presentation of small group products were used for the development of organizational materials.

Organizational Systems and Documents Developed during Retreat

As a result of ANTTARC's training and technical assistance during the retreat, as well as technical assistance from the other consortium representatives, numerous organizational systems and materials were developed, including:

- ADP-Zid organizational standards;
- Strategic plan for ADP-Zid;
- Action plan for ADP-Zid;
- Strategic public relations and marketing plan;
- Press kit materials including MAP and ADP-Zid profiles and bios;
- Public relations materials for MAP and ADP-Zid including plan for media campaign, organizational logo, letterhead, fax cover sheet, business cards, and web page outline;
- Strategic fundraising plan, action plans for open house and donor forum, and a letter to donors;
- Organizational chart for MAP and ADP-Zid;
- Reporting policies and procedures for MAP and ADP-Zid;
- Job descriptions for MAP and ADP-Zid staff;
- Performance evaluation policies and procedures;
- Financial management system and policies and procedures for MAP and ADP-Zid;
- Manual of policies and procedures.

During post-retreat follow-up technical assistance from ANTTARC and FDDR Representatives and the Consortium Manager in the MAP / ADP-Zid joint offices, the above documents were finalized, implementation of the internal operating systems and policies and procedures began, and strategic and action plan implementation began with development of detailed workplans, timeframes, and office systems. After an initial period of adjustment, the ADP-Zid Executive Director (also interim Program Manager) began to play a coordinating role between MAP local staff and consortium representatives, including both resident representatives and ORT's expatriate management.

In the days following the retreat, concrete plans for a high profile open house to introduce the MAP, improve public visibility and awareness of ADP-Zid, and provide an arena for cross-sector dialogue were further developed by MAP staff. ADP-Zid began detailed planning to achieve strategic program objectives, MAP ARC staff began development of grant process documents (criteria, application forms, information sheets, announcements, scoring sheets, plans for grants information workshops), and Finance Managers began to implement financial documentation and expense record keeping systems that were developed during the retreat. Program Assistants also were also provided additional technical assistance to establish an efficient office management system through development and implementation of administrative forms such as sign-out sheets, telephone logs, timesheets, leave requests, and office supply lists. (Please refer to Attachment 14 for retreat satisfaction surveys).

Advocacy ToT Preparation

During the first week of April, FDDR, together with the Consortium Manager, identified topics and subtopics for the Advocacy Training of Trainers Program scheduled for June. Based on ORT's and FDDR's already established contacts with advocacy experts and training provider organizations in the CSEE region, requests for training proposals were sent in early April. The approached partners were requested to identify their areas of greatest training experience and expertise. First draft training proposals were developed and received by mid-April. After revision of materials, applicants were asked to develop final training proposals by late April. Final arrangements will be made during May.

Immediate Impacts

- MAP and ADP-Zid staff gained firsthand experience in organizational development.
- MAP and ADP-Zid staff developed an increased sense of ownership and joint responsibility for MAP and ADP-Zid through developing their organization.
- MAP staff gained a sense of ownership and responsibility regarding ADP-Zid through active participation in ADP-Zid strategic planning.
- MAP and ADP-Zid staff gained experience in a new model of training and technical assistance through participation in the retreat.
- MAP staff members gained increased understanding about the program and individual roles and responsibilities within the MAP.
- MAP and ADP-Zid staff demonstrated enhanced communication and collaboration.
- MAP and ADP-Zid staff obtained an understanding of international NGO standards.
- MAP and ADP-Zid staff developed a team relationship during the retreat.
- MAP staff gained an in-depth knowledge and understanding of ADP-Zid programs, values, and plans for the future.
- Regional consortium partner FDDR increased capacity to design training program to be provided by regional experts and in soliciting proposals.

VI. Role and Development of ADP-Zid within and through the MAP Program

Analysis

The first quarter was a period of extensive and rapid change for ADP-Zid. ADP-Zid will need to restructure, adopt operating systems and policies and procedures consistent with international NGO standards, and strategically determine which programs and activities

outside the MAP it should engage in while these changes and the establishment of the ARC take place.

Overall, the challenges in working with ADP-Zid in the first quarter of the MAP included communication difficulties; lack of structure within ADP-Zid; and concerns among some of the ADP-Zid staff about the future shape of Zid as part of the MAP, and the fate of current programs and organizational values. In addition, close cooperation in planning the continuation of current activities revealed the financial vulnerability of many ADP-Zid projects.

The staff recruitment process was the first major point of cooperation between ADP-Zid and ORT. ADP-Zid assisted in translating and distributing the position announcement and served as the application drop-off site. The design of the staff recruitment process, based on desired criteria for MAP staff, was conducted jointly with ADP-Zid's Executive Director.

The move to the new office also provided a positive incentive to begin thinking about the future of ADP-Zid in different terms, to view ADP-Zid and MAP as linked, and to focus staff attention on preparing for organizational development and its role in the MAP. The Staff OD Retreat provided an opportunity for ADP-Zid to focus on intensive organizational development, team building with new MAP staff, and gaining an improved understanding of its role within the MAP. During the retreat, ADP-Zid developed its strategic plan, which identifies the organization's mission and vision, strategic issues to be addressed, and goals and objectives for each program area. In addition, strategic public relations and fundraising plans were also completed, which outline steps to improve the public image of ADP-Zid, increase public awareness of the MAP, and improve the public credibility of the Montenegrin NGO sector. Please refer to Attachment 15 for ADP-Zid Quarterly Report.

Following the retreat, ADP-Zid immediately began to make detailed action plans to implement the strategic plan. One of the challenges in the post-retreat period has been to find time and human resources for finalization and implementation of strategies and action plans aimed at introducing international standards of operations and improving financial sustainability of ADP-Zid. The organization has operated with an informal structure and loose lines of authority for several years, similarly to many volunteer-based organizations in Montenegro and throughout the region. Although ADP-Zid boasts an impressive cadre of highly motivated volunteers, volunteers are accustomed to and interested in implementing concrete projects. The new challenge has been to find ways to motivate a primarily volunteer staff to complete time-intensive organizational development activities within a more structured environment. ORT is currently assisting the Executive Director to develop effective strategies to address the problem.

The *Zid Magazine* has adjusted well to the new focus on organizational development. One reason may be that the Magazine has paid full-time staff who are dedicated to improving the quality of the magazine as a source of independent, objective information in Montenegro, and expanding its circulation and self-sustainability.