

**AMERICAN BAR ASSOCIATION
CENTRAL AND EAST EUROPEAN LAW
INITIATIVE (CEELI)**

**NIS REGIONAL PROGRAM
INSTITUTION BUILDING ANNUAL REPORT- YEAR II**

For the Period

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Date: March 15, 2002

Re: 2001 Annual Report on Institution Building and Partnership Development in the NIS

I. Introduction

This Annual Report documents significant progress towards organizational and financial sustainability and increased partnership activity by ABA/CEELI's priority partners. Substantial results, as demonstrated by partners achieving four of the RIBA Program's 5-Year Targets and achieving or exceeding 12 out of the 17 Year Two targets. The greatest results have been achieved in areas of major interventions during Years One and Two of the Program, including Board Development, Fundraising, Media, Monitoring and Evaluation and Partnership.

Results are based on cumulative inputs over the first two years of the Program, and have proven the effectiveness of the approach and strategies selected. Organizational change has generally followed a pattern of generating interest and motivation within the staff or board of the organization, followed by attitude changes that are immediately supported by the necessary skills training. Intensive follow-up to skills training helps ensure application of new skills and institutionalization of systems within the target organizations.

The expanded human resources capacity devoted to institution building on the country level has allowed for more rapid response to attitude shift and more intensive one-on-one follow-up to training, which helps maintain momentum. A network of Institution Building Advisors across the NIS and CEE communicates through a listserv for regular consultations and sharing of resources.

The regional aspect of the program has added value to programming on the local level through dissemination of success stories, best practices, case studies, training materials, study and funding opportunities and by facilitating partnership development and networking between partners, international organizations and other regional resources.

Lessons Learned in Years One¹ and Two have both confirmed the appropriateness of the program approach and provided guidance for the adjustment of strategies and interventions as the Program and the partner organizations evolve.

¹ Appendix 5

II. Goals

The goals of the Regional Institution Building Program in the NIS are:

1. To assist CEELI's priority local partner organizations to become programmatically, organizationally, and financially sustainable; and
2. To assist CEELI's priority local partner organizations to enter into enduring, sustainable partnerships on equal footing with their local, regional or western counterparts.

III. Objectives and Indicators

Under its leader agreement with USAID, CEELI has fulfilled the requirement of submitting monthly and annual reports to USAID during Years One and Two. These reports describe CEELI's activities during the reporting period, and report on progress toward achievement of project targets. Accordingly, these reports serve as a mechanism for monitoring achievement of specific targets.

Baseline data was collected for indicators outlined in the approved work plan. Baseline data and work plan period achievements are summarized in Appendix 1. Cumulative inputs and accomplishments for Years One and Two for each partner organization are outlined in Appendix 2. The following narrative summarizes Year Two Work Plan period progress in each area.

Impact is being measured by determining the degree to which CEELI's local partners effectively address deficiencies in the following areas:

1. **Governance.** Whether the organization (priority partner) has an effective, active board, with clear roles and responsibilities beyond that of chairperson, as measured by: (a) Board membership distinct from management and staff of the organization; and (b) percentage of board members who participate in fundraising, public relations, policy formulation and/or strategic planning.

Progress during the work plan period: Training on board development was held for 1 priority local partner. Consultations and information were provided to 8 priority local partners on establishing boards, roles of boards, and committee structures. As a result of Y1 and Y2 inputs, an additional 3 partners formed boards; two existing boards formed committee structures within their boards; and board member participation increased by 40%.

2. **Public relations.** (a) Whether the organization uses media as an instrument to inform the public of their activities; (b) whether it is getting favorable or unfavorable press coverage.

Progress during the work plan period: Training on working with the media was provided for 3 priority partners and consultations and information were provided for an additional 3 priority partners on working with the media and utilizing the media in lobbying campaigns. Three priority partners initiated new media contacts and 1 priority partner reported improvement of their public image through positive media coverage.

3. **Funding base/financial sustainability plan.** The stability of the organization's funding base, as measured by: (a) number of funding sources; (b) percentage of funding from foreign donors; (c) whether the organization has a sustainability or fundraising plan for more than one year.

Progress during work plan period: Training on fundraising and sustainability planning was provided for 5 priority partners. Training on proposal writing was provided for 3 priority partners and extensive consultations on proposal writing were provided for 3 priority partners as follow-up to the training. International fundraising training was provided for 3 priority partners and 2 priority partners were trained in online fundraising. This assistance has resulted in an increase in number of funding sources for 11 priority partners, a decrease in the percentage of foreign funding for 8 partners and the development of fundraising and sustainability plans by 3 priority partners. The most dramatic change has been the increase in number of funding sources from a baseline average of 3.3 to the Year Two average of 5.4.

4. **Budgeting, financial, and inventory management.** How well the organization meets its legal responsibilities related to accounting procedures, measured by (a) whether the organization has been audited; (b) whether the organization has successfully passed an audit; (c) whether budgeting is based on organizational needs (as defined in their strategic plan).

Progress during work plan period: Training in advanced financial management was developed and delivered to 3 priority partners, with in-depth follow-up consultations. Additional consultations on multiple grants management, budgeting and audits were provided to an additional 8 priority partners, which resulted in 2 additional partners passing independent audits (both of which will publish their audited financial statements in their 2001 annual reports) and improved financial management systems in 3 priority partner organizations.

5. **Human resource management.** The organization's ability to effectively manage and utilize personnel, as measured by: (a) whether it has job descriptions for all staff; (b) whether it regularly holds staff meetings with written minutes (the degree to which staff is involved in decision making).

Progress during work plan period: Consultations and manuals on office management and human resources policies were provided for 5 priority partner organizations, resulting in development of job descriptions in 2 priority partner organizations and institutionalization of staff meetings with written minutes in 1 priority partner organization.

6. **Program delivery.** (a) Has a long-term strategic plan; (b) has documented progress toward achievement of strategic plan objectives.

Progress during work plan period: Training in strategic planning was provided for 1 priority partner, and consultations and resources were provided on strategic planning to an additional 5 partners. As a result, two additional partners have drafted long-term strategic plans. One priority partner reports having accomplished 70% of the objectives outlined in their strategic plan.

7. **Performance.** The degree to which the organization yields measurable, reportable program results, and the quality of its programs, as measured by whether the organization has systems for evaluating client/member satisfaction and incorporating feedback into programs and services.

Progress during work plan period: Training on training evaluation was conducted for 2 priority partners. Both of these organizations have drafted training evaluations plans for the coming year, including strategies for evaluating application of training. Consultations and materials on monitoring and evaluation techniques were provided to 6 priority partners, resulting in 2 additional partners introducing some form of assessment or evaluation tool.

Other quality of services inputs were provided in the form of Training of Trainers (TOTs) for 7 priority partners and approximately 30 ABA/CEELI liaisons and local staff. Four organizations that participated in the TOTs report utilizing interactive training methodology with their clients or replicating the training for their peers. In Moldova, participants are in the process of forming a cadre of professional trainers and have utilized their own resources for translating training materials into Romanian.

8. **Environmental savvy.** How well informed the organization is about the environment in which it operates; whether it has factored this into its planning; how the organization is perceived by government, public, media, and other sectors, as measured by: (a) number of representations in multi-sectoral working groups, task forces, etc.

Progress during work plan period: Following Year One training and follow-up consultations, priority local partner representations in multi-sector working groups and task forces has dramatically increased over the work plan period, including strong government-NGO partnerships and/or changes in attitude about working with government in all four of the targeted countries. The average number of representations in multi-sector working groups and

task forces has increased from 1.7 to 3.7 during the work plan period, with 18 of 20 partners increasing their representations.

9. **Sustainable partnerships.** (a) Number of organizations involved in sector-specific coalitions and associations; (b) number of joint projects with local, regional and western counterparts (excluding donor-grantee relationships).

Progress during work plan period: Consultations on networking and partnership development were provided for 12 priority partner organizations. Six partner organizations joined coalitions or sector-specific associations during the work plan period. Significant partnerships have also been developed, for example, between professional associations in Armenia for lobbying purposes; between training organizations in Moldova for joint projects; and between CEELI's partners in different countries of the region. A total of 34 new partnerships were formed during the work plan period, including 26 local partnerships, 5 regional partnerships and 2 partnerships with Western counterpart organizations.

IV. Strategy and Actions

The strategies of CEELI's NIS Regional Program for the work plan period were as follows:

- a. **Development or refinement of priority local partner organizational development plans.** By the end of the work plan period, each of the remaining seven priority local partners² will have developed or refined a long-term organizational development plan, to include at least the following issues:

- Financial Sustainability
- Governance
- Management
- Services and Service Delivery
- Human Resources
- Environment

Progress during the workplan period: In addition to the 13 completed during Year One, Assessment and Organizational Development Planning Workshops, which resulted in development of long-term Organizational Development Plans, were conducted with an additional 5³ of Year Two Work Plan priority partners and an additional 3⁴ newly defined priority partners in the region. Organizational Develop Plans include needs identified during the assessment, strategies to address the needs, timeframes and assignment of persons responsible for implementing the strategies. Assessment reports, organizational development plans with these partners, as well as meetings and consultations with the remaining priority local partner organizations were used to collect baseline data on work plan indicators (see Appendix 1).

Assessment reports and organizational development plans were reviewed and approved by the priority local partners before being shared with relevant country directors, liaisons and local staff in order to facilitate integration of institution building activities into grant making and technical assistance within CEELI's Rule of Law program.

Two of the priority local partners identified in the Year Two Work Plan were not targeted during the Work Plan period. One of these partners, the All-Ukraine Human Rights Groups did not become an ABA/CEELI priority local partner as anticipated and work with the Ternopil Judges Association has been delayed partly due to preoccupation with work on the Law on the Judiciary.

² Belarus: Belarusian Association of Women Lawyers and Private Lawyers Association; Moldova: Center for Transparency and Democracy; Ukraine: All-Ukrainian Human Rights Group, Kharkiv Human Rights Group, Kharkiv Judges Association, Ternopil Judges Association.

³ Belarus: Belarusian Association of Women Lawyers and Private Lawyers Association; Moldova: Center for Transparency and Democracy; Ukraine: Kharkiv Human Rights Group and Kharkiv Judges Association.

⁴ Armenia: Government Lawyers Association; Moldova: Balti Legal Clinic; Ukraine: Mama-86.

- b. Implementation of organizational development plans.** Within three months of adopting their organizational development plans, CEELI's priority local partners will have begun implementing such plans.

Progress during work plan period: Of the 21 organizations with organizational development plans in place, 18 have begun implementing these plans. Based on the priority local partners' approved organizational development plans, in consultation with the local partners, liaisons, and local staff, technical assistance has been provided in the form of training, consultations and information.

- i. Training** - Based on needs identified in organizational development plans, training has been provided to local partner organizations in the following areas:

- Action Planning
- Institution Building
- Sustainability Strategies for Legal Clinics
- Financial Management
- Proposal Writing
- Training of Trainers
- Training Evaluation
- Fundraising
- Project Management
- Constituency/Membership Base Development
- Strategic Planning
- Fundraising and Sustainability Planning
- Internet Resources, On-line Fundraising
- Board Development
- Working with the Mass Media

- ii. Consultations** with local partner organizations focused on:

- Proposal Writing
- Donor Relations
- Financial Management
- Budgeting
- Lobbying
- Policy Development
- Financial Audits
- Human Resources/Staff Development
- Legal Aid Center Management
- Membership Services
- Needs Assessments
- Strategic Planning
- Board Development (Recruitment, Orientation, Self-Assessment and Committees)
- Partnership Development and Networking
- Project Management
- Monitoring and Evaluation
- Reporting
- Marketing and Outreach
- Quality of Services
- Public Relations
- Volunteer Recruitment and Management
- Annual Reports

- iii. Information** has been provided to partners on the above-mentioned topics in the form of:

- Regular updates to the "Fundlers Matrix"
- Bi-annual NIS RIBA Newsletter (Appendices 3 and 4)
- Announcements about grant competitions and educational opportunities from various mailing lists and websites
- Training materials
- Contact information for similar organizations in other countries
- Specific research based on partner requests or needs
- Examples of planning documents, manuals and other documents from partners in other countries
- Lists of relevant Internet resources in English and Russian

- iv. Follow-up** to trainings provided by the NIS RIBA Program are indicated above and in Appendix 2. Follow-up was also provided or facilitated for regional conferences

and events by incorporating participants' action plans into priority partner Organizational Development Plans. Follow-up was also conducted for some non-priority partners, and included the following events:

- NIS Bar Development Conference (Kyiv, November 2000)
- EPAC Retreat (Kyiv, December 2000)
- EPAC Retreat (Kyiv, December 2001)
- NIS Women Lawyers Conference (Moscow, May 2001)

- c. **Additional Partners.** CEELI selected "priority local partners" in each NIS country included in the leader with associate program. The NIS RIBA Program devoted the majority of its institution building resources to these organizations and the progress of these partners is reflected in the impact indicators from the Work Plan (Appendix 1). To the extent time permits, RIBA will provide limited consultations to organizations other than priority local partners that CEELI works with.

Progress during work plan period: Meetings were also held with 28 non-priority local partners, mainly surrounding regional conferences or in-country training events. When including non-priority local partners does not interfere with or distract from work with priority local partners, they are invited to participate in RIBA program activities. For a cumulative list of non-priority local partners that have participated in the NIS RIBA Program, see Appendix 2.

- d. **CEELI Institution Building Capacity Building.** Expanding the capacity of CEELI to provide institution building assistance to local partner organizations has consisted of three parts:

i. **Expansion of RIBA Staff.** Based on Lessons Learned during Year One (see Appendix 6), the human resources capacity for providing institution-building services was increased. Country-specific Institution Building Advisors (IBAs) were recruited and hired in 5 countries of the NIS: Armenia, Belarus, Georgia, Kazakstan and Ukraine. Existing CEELI staff members in an additional 3 countries (Azerbaijan, Moldova and Uzbekistan) are now working part-time as IBAs as well. These positions are all funded out of the Associate Agreements in the respective countries. The NIS RIBA and Assistant RIBA have provided intensive **orientation and training** for the new IBAs, as well as providing on-the-job training and mentoring for each IBA, creating a listserv for sharing of information and resources (including CEE RIBA and IBAs). In Moldova, where the combined Staff Attorney and IBA has been working since August 1, 2001, there has been a dramatic rise in partner interest and motivation to undertake institution building initiatives. The Belarus IBA has also produced dramatic results within her short tenure. It is expected that there will be similar results in the remaining countries once the newer IBAs (most of whom began work in December or January 2001) begin providing support services.

ii. **Staff Development.** In addition to integration of the IBAs into the Rule of Law Programs in each country, a critical element of CEELI's institution building assistance is training, in institution building/organizational development issues, of the legal and administrative staff of CEELI's in-country offices. Staff attorneys, program assistants and office managers have been invited to participate in institution building trainings and consultations for local partners, including Financial Management Training and consultations, Training of Trainers, Legal Aid Center Management Training, Legal Clinic Conference, Institution Building Workshop, and Assessment and Organizational Development Planning Workshops. A workshop was held for CEELI Liaisons and local staff at the Annual Meeting (July 2001) on Institution Building Issue Spotting.

iii. **Liaison Orientation and Consultations.** In order to assist incoming Liaisons integrate institution building more fully into their role of law programming, the NIS RIBA and Assistant RIBA provided consultations to new liaisons in-country, as well as providing a workshop and materials on Institution Building Issue Spotting at the Annual Meeting. All reports and consultation memos relating to priority partner organizations are shared and discussed with the relevant liaisons. When available in English, all materials provided to partner organizations are also shared with Liaisons and Country Directors. The RIBA Program also provides assistance and on-the-job training to Liaisons and Country Directors through assistance with development of agendas, training materials, proposals, work plans and Performance Monitoring Plans.

iv. **Advocacy Sub-Grant Procedures.** The most significant institution-building tool developed during the work plan period was a new Advocacy Sub-Grant package. Working in concert with the CEE RIBA, and CEELI-DC, Advocacy Sub-Grant policies, procedures and related documents were significantly revised. Included in the new ASG package are an Advocacy Sub-Grant application form, a revised template for the Advocacy Sub-Grant agreement, Advocacy Sub-Grant guidelines manual, application screening checklist, application evaluation worksheet, and templates for budgets, financial and programmatic reports. The new Advocacy Sub-Grant Package was presented to ABA/CEELI Country Directors, Liaisons and local staff at the ABA/CEELI Mid-year Meeting in February 2002.

The new Advocacy Sub-Grant package will serve not only as more comprehensive guidelines for administering and managing the grant making process, but will also serve as an institution building tool for partners in the areas of proposal writing, project planning and management, budgeting, monitoring and evaluation, and reporting.

VII. Lessons Learned and Recommendations

All 9 of the Lessons Learned and Recommendations⁵ cited in the Year One Annual Report were taken into account during development and implementation of the Year Two Work Plan and are evidenced in previous sections of this Annual Report for Year Two.

Additional Lessons Learned during Year Two of the NIS Regional Institution Building Work Plan include:

Lesson #1: Organizations that demonstrate a commitment to Institution Building rise to leadership positions within the NGO community. The partner organizations that have actively sought the assistance of the RIBA Program and have implemented their organizational development plans with enthusiasm have achieved enough improvement in their corporate culture that it has also improved their public image. For example, the Belarus Organization of Working Women has risen to a leadership position within the national NGO Assembly. Ecopravo Lviv is a valuable and recognized resource in the community both for NGOs and government. These and other partner organizations that recognize the links between organizational development and public image also tend to be more actively involved in improvement of the infrastructure and environment for development of a healthy NGO sector.

Recommendation: The RIBA program, when working with partner organizations, cannot claim credit for their accomplishments. The partner organizations must have full ownership of institution building processes and successes for them to be effective and institutionalized. It is important, therefore, to discretely facilitate direct communication between partner organizations so that they can share their accomplishments and the broader results with each other. Healthy competition between similar organizations in country and across the region should be encouraged and motivation it creates capitalized upon.

Lesson #2: Most NGOs in the region lack genuine constituencies. As partner organizations are maturing, it is becoming increasingly apparent that many view themselves as experts in their field and do not recognize the need to develop and maintain dialogue with the constituencies and communities that they serve. NGOs are frequently viewed as instruments of foreign governments and not representative of local interests. There have been instances in which the government invites NGOs to participate in hearings and working groups to fulfill public participation requirements, when the organizations themselves have no two-way public dialogue. Many partner organizations do not acknowledge that they have any need to be accountable to the public or their constituencies. As foreign funding gradually diminishes, public accountability will become increasingly important and the continuation of some organizations will need to depend significantly on public support for both funding and legitimacy.

Recommendation: In most cases, attitudes about the position of NGOs in the public space need to be addressed as a first step in remedying this situation. Experience from programs working on constituency development for political parties and elected officials should be collected, analyzed and

⁵ Appendix 5

adapted for use with partner organizations. Training, utilizing concrete regional examples and best practices should be developed and tailored for each country. Local trainers (NIS and/or CEE) with relevant experience would be more effective than Western trainers because the concept is considered one that cannot be transplanted into the NIS environment.

Lesson #3: NGOs are discovering that government can be a partner in development. While many partners in the region have been reluctant to engage government as partners, citing their lack of interest in working with NGOs, many positive examples of cooperation exist, especially on the local level. Some partner organizations in each country are effectively engaging government as partners, contributors, board members and informational resources. Ecopravo Lviv has assisted the local government with fundraising for municipal projects, which has led to more effective sharing of information and other levels of cooperation. Partners in Ukraine and Armenia act as advisors to Ministry officials. In Belarus, some partner organizations are changing their staunch oppositionist stances to begin developing strategies for approaching well-selected government bodies for cooperation. The Independent Society for Legal Research (ISLR) approached the drafters of the NGO law with a proposal for an alternate draft, which, much to the surprise of the NGO, was accepted.

Recommendation: Case studies, with concrete mechanisms outlined, for different levels of cooperation with government in each country should be collected and disseminated among partner organizations.

Lesson #4: There are few resources on lessons learned and best practices on the local level. NGOs frequently claim that a certain approach will not work, generally because it is considered inappropriate for the political, cultural, legal or economic environment. When further pressed, most admit that they have not tried new ways of doing things. This lack of experimentation means that there are very few lessons learned in the region and even fewer best practices for NGOs to draw upon in developing their strategies. Training has met with limited success due to fear of initiating an unknown approach. This phenomenon is particularly evident in the area of local fundraising and resource mobilization.

Recommendation: Lessons learned and best practices of local NGOs in the area of local fundraising and resource mobilization should be systematically collected and widely disseminated. Varying legal regulation across the region may pose some difficulties in transferring best practices, but enabling legislation is another one of the best practices that can be shared. Where a successful model or approach is deemed particularly relevant for a particular partner organization, videos or site visits could be arranged. Training in relevant areas should be developed around best practices and should include detailed steps that have proven successful in practice.

Lesson #5: Long-term relationships built on trust must be developed before Institution Building assistance is fully utilized by partner organizations. Some partner organizations, particularly those that have existed for 5-10 years, were initially reluctant to use the RIBA Program proactively as a resource for organizational development. Partner organizations tend to downplay their organizational weaknesses to their international donors and partners, creating difficulties in identifying areas for meaningful IB interventions. In order for Institution Building interventions to be effective, the organizations have to be assured that there is mutual trust and some level of confidentiality about the organizations' problems. The continuity provided both through the long-term aspect of the RIBA Program and the hiring of local staff in some countries to provide one-on-one assistance, coupled with genuine concern for the organizations' long-term sustainability (not only linked to CEELI support and programming), have provided such conditions for more intensive and effective Institution Building interventions.

Recommendation: A careful line needs to be drawn between integration of rule of programming (including liaison and staff involvement in Institution Building work) and the confidentiality necessary to form strong advisor-client relationships with partner organizations. Integration of ROL and IB programming is an important motivational factor when working with partners, necessitating ongoing dialogue between CEELI liaisons and staff and the IBA program so that programming can be complimentary.

Lesson #6: Staff recruited specifically for institution building advisory work, with the appropriate backgrounds and experience, make a greater, more immediate contribution to the

program. While developing the skills of existing CEELI staff is still considered extremely valuable, the IBAs that have been recruited specifically for the job, bringing with them OD, training and NGO experience, have made more noticeable contributions to partner organizations in a short period of time. The exception to this lesson is when existing CEELI staff have developed the necessary skills and experience through working with CEELI and partner organizations over the long-term (in Moldova, for example).

Recommendation: In the countries where professional IBAs are not yet part of the CEELI team, recruitment should be targeted to institution building/organizational professionals who can immediately address the needs of the partner organizations and contribute substantively to CEELI. This approach is not exclusive to building other local staff capacity, but promotes and supports better institution building support and on-the-job training of all CEELI personnel and partners.

Lesson #7: Some RIBA Program indicator targets need to be reassessed. 5-year RIBA Program targets have been exceeded during the Year Two Work Plan period, including:

- % of board members who participate in fundraising, public relations, policy formulation and/or strategic planning (5-year target – 20%; Year 2 actual – 44%)
- # of funding sources (5-year target – 5; Year 2 actual – 5.4)
- # of representations in multi-sector working groups, task forces, etc. (5-year target – 3; Year 2 actual – 3.7)
- # of joint projects with local, regional or western counterparts (5-year target – 3; Year 2 actual – 3.3)

Recommendations: Assistance during Years One and Two have focused significantly on these areas and there is some indication that partner accomplishments in these areas will not significantly increase over the coming three years of the program, and that this may be the point where these indicators level off to a constant. Nonetheless, these targets were set taking into account pessimism of partner organizations on the relevance and applicability of the western board of directors model, the perceived lack of funding options available, resistance to engaging government, and lack of local and regional resources for identification of potential partners. All of these factors should be taken into account during development of the Year Three Work Plan and targets should be reality checked.

Lesson #8: Regional programming provides concrete results and builds partnerships. While networking initiatives were slow to take hold, several networking and partnership successes have resulted from regional conferences and facilitated networking through the RIBA program. Some examples include the sharing of planning and organizational documents between priority partners in Armenia and Belarus, assisting partners in Ukraine and Moldova identify potential partners in Poland and Belarus, and JTCs in several countries working to develop a joint conference proposal. Without some regional level coordination, the programmatic and organizational similarities could not be so easily identified and shared with the appropriate partners. Without regional networking, many organizations become isolated from their peers and end up re-inventing wheels that exist in neighboring countries.

Recommendation: In order to capitalize on lessons learned and best practices in the region, networking and partnership development will remain a high priority for the NIS RIBA Program. In addition to facilitated networking, opportunities for staff exchanges between partner organizations and IBAs in the region should be explored and facilitated where concrete results can be expected and documented.

VIII. Appendices

Appendix 1 – Work Plan Indicators

Appendix 2 – Cumulative Report on Individual Partner Organizations

Appendix 3 – First NIS RIBA Newsletter

Appendix 4 – Second NIS RIBA Newsletter

Appendix 5 – Year One Lessons Learned and Recommendations

Appendix 1-2001 Report Indicators

Area	Indicator	Measurement	Baseline	Year 1	Year 2	Year 3	Year 4	5-year
Governance	Board membership is distinct from management and staff of organization	# of organizations out of 20 key partner organizations	8	9	12			15
	% of board members who participate in fundraising, public relations, policy formulation and/or strategic planning	Average of percentages of each functioning board's member participation in one or more of these functions	3%	4%	44%			20%
Public Relations	Organization uses media as an instrument to inform the public on activities	# of organizations out of 20 key partner organizations	4	5	10			18
Funding Base/Financial Sustainability	# of funding sources	Average # of funding sources per organization	2	3.2	5.4			5
	% of funding from foreign donors	Average % of total budgets of 20 key partner organizations that is received from foreign donors yearly	90.30%	89.50%	86.20%			60
	Has sustainability plan for more than one year	# of organizations out of 20 key partner organizations	1	1	4			18
Budgeting, financial and inventory management	Has been audited	# of organizations out of 20 key partner organizations	1	1	4			10
	Has passed audit	# of organizations out of 20 key partner organizations	1	1	4			10
	Plans budget based on organizational needs (i.e., strategic plan)	# of organizations out of 20 key partner organizations	0	0	4			18
Human Resources Management	Has developed job descriptions for all staff	# of organizations out of 20 key partner organizations	5	7	10			18
	Regularly holds staff meetings with written minutes	# of organizations out of 15 key partner organizations (only those with more than 3 staff members)	2	3	5			15
Program Delivery	Has a long-term strategic plan	# of organizations out of 20 key partner organizations	2	4	6			18
	Documented progress toward achievement of objectives in strategic plan	# of organizations out of 20 key partner organizations	2	2	2			18
Performance	Have systems for evaluating client/member satisfaction and incorporating feedback into programs/services	# of organizations out of 20 key partner organizations	3	3	8			18
Environmental Savvy	# of representations in multi-sectoral working groups, task forces, etc.	Average # of task force/multi-sectoral group representations per key partner organization	0.8	1.7	3.7			3
Sustainable Partnerships	# of organizations involved in sector-specific coalitions or associations	# of organizations out of 20 key partner organizations	3	4	10			18
	# of joint projects with local, regional or western counterparts	Average # of joint projects (not including donor-grantee relationships) per partner organization	0.6	1	3.3			3

Appendix 2

Cumulative Report on Individual Partner Organizations NIS Regional Institution Building Advisor (RIBA) Program Year One –Year Two

Key partners

Armenia:

Bar Association of the Republic of Armenia (BARA)

BARA representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- NIS Bar Development Conference on Membership and Membership Services
- Train the Trainers
- Fundraising and Sustainability Planning Training

BARA was provided with consultations and informational resources on the following topics:

- Funders Matrix for Armenia
- Needs assessments
- Membership services
- Strategic Planning
- Fundraising and Sustainability Planning
- Budgeting

Accomplishments to date:

- Developed a two-year Organizational Development Plan
- Increased number of funding sources
- Increased board member participation by 20%
- Advertised services through the mass media
- Decreased % of funding from foreign donors by 9%
- Increased number of joint projects with local counterparts

Armenia Young Lawyers' Association (AYLA)

AYLA representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- NIS Bar Development Conference on Membership and Membership Services
- Train the Trainers
- Corporate Sponsorship Training
- Fundraising and Sustainability Planning Training
- Training of Trainers

AYLA was provided with consultations and informational resources on the following topics:

- Funders Matrix for Armenia
- Managing a Private Law Firm
- Board Development (with a focus on board committees)
- Board Development (with a focus on governance vs. management functions)
- Legal Aid Center Management
- Financial Audits
- Annual Reports
- Budgeting
- Networking
- Lobbying (with a focus on policy development and utilizing the media)

Accomplishments to date:

- Developed a four-year Organizational Development Plan
- Increased number of funding sources
- Increased board member participation by 56%
- Raised funding to purchase office in Kapon
- Passed an independent financial audit
- Drafted a business plan with financial projections

- Hired Executive Director and clarified board and staff roles
- Instituted regular staff meetings with minutes
- Actively involved more members through representations on 20 multi-sector task forces and working groups
- Worked on joint lobbying campaign with two unions of advocates
- Cooperated on 3 joint projects
- Provided new membership services based on needs assessment
- Attracted 10 volunteers to work on Moot court competition
- Utilized TOT experience to training branch offices in regions
- Formed XX board committees

Environmental Public Advocacy Center (EPAC)

EPAC representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- EPAC Retreat (including partnership development, tracking and monitoring of EPAC activities, board creation, influencing government policy and public relations)
- Corporate Sponsorship Training
- Train the Trainers
- Fundraising and Sustainability Planning Training

EPAC was provided with consultations and informational resources on the following topics:

- Funders Matrices for Armenia and Environmental Organizations
- Financial Management (including budgeting and reporting)
- Human Resources Management (job descriptions and delegation)
- Marketing
- Proposal Writing
- Board Development
- Networking
- Reporting
- Human Resources and Volunteer Management
- Lobbying
- Fundraising

Accomplishments to date:

- Developed a one-year Organizational Development Plan
- Increased number of funding sources
- Development of job descriptions and delegation of responsibilities for program activities
- Creation and use of financial management system for managing multiple grants
- Established board of directors
- Decreased % of funding from foreign donors
- Increased representation in multi-sector working groups
- Increased participation in sector-specific coalitions
- Increased number of joint projects with regional counterparts

International Union of Armenian Advocates (IUAA)

IUAA representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- Corporate Sponsorship Training
- Fundraising and Sustainability Planning Training
- Training of Trainers

IUAA was provided with consultations and informational resources on the following topics:

- Funders Matrix for Armenia
- Strategic Planning
- Lobbying (focus on developing and issuing policy statements)
- Networking
- English Language Teachers

- Internet and Computer Training Provider
- Fundraising from donors outside Armenia
- Budgeting
- Working with the Mass Media

Accomplishments to date:

- Developed a two-year Organizational Development Plan
- Increased number of funding sources
- Increased board member participation
- Utilized media to inform public of activities
- Decreased percentage of funding from foreign donors by 5%
- Developed job descriptions for staff
- Worked on lobbying campaign with AYLA and IBU

Belarus:

Belarusian Organization of Working Women (BOWW)

BOWW representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- How to Organize and Effectively Manage Legal Advice Centers
- Project Management
- Strategic Planning

BOWW was provided with consultations and informational resources on the following topics:

- Funders Matrix for Belarus
- Local Fundraising and Sustainability Planning
- Proposal Writing
- Board Development
- Strategic Planning
- Project Evaluation
- Partnership
- AYLA Legal Aid Center Management Manual

Accomplishments to date:

- Developed a two-year Organizational Development Plan for BOWW
- Developed a two-year Organizational Development Plan for BOWW Legal Advice Centers
- Increased board member participation by 80%
- Increased number of funding sources
- Decreased % of funding from foreign donors by 15%
- Instituted staff meetings with written minutes
- Drafted 5-year strategic plan
- Increased participation in sector-specific coalitions
- Increased number of joint projects

Belarusian Association of Women Lawyers (BAWL)

BAWL representatives participated in the following seminars and conferences:

- Strategic Planning Retreat
- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- NIS Women Lawyers Conference

BAWL was provided with consultations and informational resources on the following topics:

- Funders Matrix for Belarus
- Board Development (Committee Structures)
- Networking and Partnership

Accomplishments to date:

- Developed a three-year Strategic Plan
- Documented progress toward achieving objectives in strategic plan
- Increased number of funding sources
- Increased partnership activity

- Increased board member participation by 60%
- Formed XX board committees
- Increased number of joint projects with local and regional counterparts

Free Trade Union Legal Advice Centers (FTU)

FTU representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- How to Organize and Effectively Manage Legal Advice Centers

FTU was provided with consultations and informational resources on the following topics:

- Funders Matrix for Belarus
- Local Fundraising and Sustainability Planning
- Working with the Mass Media
- Public Relations
- Partnerships with International Trade Union Organizations
- Partnerships with other NGOs in Belarus
- AYLAL Legal Aid Center Management Manual

Accomplishments to date:

- Developed a two-year Organizational Development Plan for FTU
- Developed a two-year Organizational Development Plan for FTU Legal Advice Centers
- Increased board member participation by 1%
- Initiated contacts with the media
- Decreased % of funding from foreign donors by 3%
- Developed organization-level budget
- Developed long-term strategic plan
- Increased number of joint projects

Private Lawyers Association (PLA)

PLA representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop

PLA was provided with consultations and informational resources on the following topics:

- Strategic Planning
- Board Development

Accomplishments to date:

- Developed an Organizational Development Plan

Moldova:

Moldova Judicial Training Center (Moldova JTC)

Moldova JTC representatives participated in the following seminars and conferences:

- Annual Conference of the Judicial Training Centers from Central and Eastern European Countries: Independence of JTCs and Financial Sustainability (Hosted by the Moldova JTC)
- Training of Trainers Conference
- Training Evaluation Training
- Board Self-Evaluation and Training

Moldova JTC was provided with consultations and informational resources on the following topics:

- Partnerships with JTCs in neighboring countries
- Funders Matrix for Moldova
- Partnership Development and Donor Relations
- Impact evaluation methodologies
- Board Development
- Annual Reports
- Working with the Media
- Partnership

Accomplishments to date:

- Increased number of joint projects with local and international organizations
- Developed one-year training evaluation plan

Moldova Law Center

Law Center representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- Corporate Sponsorship Training
- Fundraising and Sustainability Planning Training
- TOT Conference
- Training Evaluation Training
- Proposal Writing
- Advanced Financial Management

Law Center was provided with consultations and informational resources on the following topics:

- Funders Matrix for Moldova
- Fundraising
- Networking
- Strategic Planning
- Organizational Development
- Proposal Writing
- Quality of Services
- Human Resources Management
- Budgeting
- Annual Reports
- Working with the Media
- Partnership

Accomplishments to date:

- Developed a one-year Organizational Development Plan
- Increased number of joint projects with local and international counterparts
- Increased number of funding sources
- Developed training evaluation plan

Eco-Lex Moldova (EPAC)

Eco-Lex representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- EPAC Retreat (including partnership development, tracking and monitoring of EPAC activities, board creation, influencing government policy and public relations)
- Corporate Sponsorship Training
- Fundraising and Sustainability Planning Training
- Proposal Writing Training
- Financial Management Training
- EPAC Retreat (including constituency/membership base development, working with the media)

Eco-Lex was provided with consultations and informational resources on the following topics:

- Funders Matrices for Moldova and Environmental Organizations
- Proposal Writing
- Fundraising
- Strategic Planning/Visioning
- Financial Management
- Computer and Internet Training
- Budgeting
- Registration of foreign branch offices
- Evaluation
- Working with the Media

Accomplishments to date:

- Developed a two-year Organizational Development Plan
- Increased number of partnerships with local and international organizations
- Increased number of funding sources
- Published client feedback questionnaire

- Increased participation in sector-specific associations

Center for Transparency and Democracy (CTD)

CTD representatives participated in the following seminars and conferences:

- Fundraising and Sustainability Planning Training
- Coalition Building Training
- Assessment and Organizational Development Planning Workshop
- Proposal Writing
- Financial Management

CTD was provided with consultations and informational resources on the following topics:

- Board Development
- Donor Relations
- Financial Management
- Introducing Paid Services
- Corporate Sponsorship
- USAID
- Fundraising
- Volunteer Management
- Partnership Development
- Funders Matrix for Moldova

Accomplishments to date:

- Developed a two-year Organizational Development Plan
- Developed a board that is distinct from the staff of the organization
- Increased board member participation by 28%
- Increased number of funding sources
- Decreased % of foreign funding by 15%
- Documented achievement of 70% of objectives in strategic plan
- Increased number of representations in multi-sector task forces and working groups
- Initiated a public opinion survey and letter-writing campaign about government policies

Ukraine:

Ecopravo Kharkiv

Ecopravo Kharkiv representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- EPAC Retreat (including partnership development, tracking and monitoring of EPAC activities, board creation, influencing government policy and public relations)
- Corporate Sponsorship Training
- International Fundraising Conference
- Fundraising and Online Efficiency
- EPAC Retreat (including constituency/membership base development, working with the mass media)

Ecopravo Kharkiv was provided with consultations and informational resources on the following topics:

- Funders Matrices for Ukraine and Environmental Organizations
- Proposal Writing
- Advisory Board Development
- Sponsoring a Peace Corps Volunteer
- Strategic Planning
- Advanced financial management
- Fundraising
- Working with the Mass Media
- Audits
- Co-funding of Projects
- Potential Partners in Poland

Accomplishments to date:

- Developed a one-year Organizational Development Plan

- Peace Corps volunteer placed at Ecopravo
- Increased number of representations on multi-sector task forces and working groups
- Established advisory board
- Increased number of funding sources
- Developed fundraising plan
- Passed an independent financial audit
- Increased number of joint projects with local, regional and western counterparts

Ecopravo Kyiv

Ecopravo Kyiv representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- Corporate Sponsorship Training
- Public Relations Skills for NGOs
- International Fundraising Conference

Ecopravo Kyiv was provided with consultations and informational resources on the following topics:

- Funders Matrices for Ukraine and Environmental Organizations
- Proposal Writing
- Fundraising
- Working with the Media (press kits and press releases)
- Contact information for International Media Outlets in Ukraine
- Financial Management

Accomplishments to date:

- Developed a one-year Organizational Development Plan
- More favorable press coverage due to proactive approach to public relations
- Conducted a Press Club on Environmental Human Rights
- Increased number of funding sources
- Increased representations in multi-sector task forces and working groups
- Decreased % of funding from foreign sources

Ecopravo Lviv

Ecopravo Lviv representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- EPAC Retreat (including partnership development, tracking and monitoring of EPAC activities, board creation, influencing government policy and public relations)
- Corporate Sponsorship Training
- EPAC Retreat (including constituency/membership base development, working with the mass media)
- Fundraising and Online Efficiency
- International Fundraising Conference

Ecopravo Lviv was provided with consultations and informational resources on the following topics:

- Funders Matrices for Ukraine and Environmental Organizations
- Proposal Writing
- Partnerships and Donor Relations
- Board Development
- Local Fundraising
- Establishing a Branch Office in the United States
- Evaluation of Publications
- Public Relations
- Donor Relations
- Association Development
- Standards and Codes of Ethics
- Fundraising and Sustainability Planning Training

Accomplishments to date:

- Developed a one-year Organizational Development Plan
- Recruited two new board members and conducted board orientation
- Involved board members in fundraising
- Established and registered "Friends of Ecopravo Lviv" in the US

- Increased number of funding sources
- Increased participation in multi-sector working groups
- Increased board member participation by 20%
- Hired professional fundraiser
- Increased number of funding sources
- Developed fundraising plan
- Conducted fundraising activities on behalf of government
- Established Ukraine fundraisers listserv
- Improved financial management and planning systems
- Increased participation in multi-sector working groups
- Increased participation in sector-specific associations
- Improved operational systems
- Increased number of joint projects with local and regional counterparts
- Opened branch office in Ivano-Frankivsk

Kharkiv Human Rights Group (KHRG)

KHRG representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop

KHRG was provided with consultations and informational resources on the following topics:

- Proposal Writing

Accomplishments to date:

- Developed two-year Organizational Development Plan

Kharkiv Judges Association (KJA)

KJA representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop

KJA was provided with consultations and informational resources on the following topics:

- Board Development
- Association Management
- Using Case Studies and Visual Aids in Training
- Membership Surveys
- Membership Services
- Computer and Internet Access and Training

Non-Key Partners

Association of Judges of the Republic of Armenia (AJRA)

AJRA was provided with consultations and informational resources on the following topics:

- Organizational Development
- Fundraising

Accomplishments to date:

- Hired Executive Director

Judicial Training Center of Armenia (Armenia JTC)

Armenia JTC participated in the following seminars and conferences:

- Annual Conference of the Judicial Training Centers from Central and Eastern European Countries: Independence of JTCs and Financial Sustainability
- Training of Trainers

Armenia JTC was provided with consultations and informational resources on the following topics:

- Fundraising
- Sustainability
- Evaluation of Training
- Networking
- Long-term Planning

International Bar Union of Armenia (IBU)

IBU participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- Corporate Sponsorship Training
- Training of Trainers
- Fundraising and Sustainability Planning Training

Prosecutors Training Institute in Armenia (PTI)

PTI representatives participated in the following seminars and conferences:

- Training of Trainers

Armenia Government Lawyers Association (GLA)

GLA representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop

Union of Advocates in Armenia (UA)

UA representatives participated in the following seminars and conferences:

- Fundraising and Sustainability Planning Training

UA was provided with consultations and informational resources on the following topics:

- Lobbying
- Fundraising
- Staff Professional Development and Motivation
- Membership and Membership Services
- Internet and Computer Training Provider

Human Rights and Development Center in Armenia (HRDC)

HRDC was provided with consultations and informational resources on the following topics:

- Organizational Development
- Networking and Partnerships
- Legal Defense Fund Models
- Program Evaluation
- Strategic Planning

Independent Society for Legal Research in Belarus (ISLR)

ISLR participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)

ISLR was provided with consultations and informational resources on the following topics:

- Networking
- Partnership Development
- Organizational Development
- Association Building
- Marketing and Outreach

Moldova Young Lawyers' Association (YLA)

YLA was provided with consultations and informational resources on the following topics:

- Organizational Development
- Fundraising from multi-national corporations

ADEPT in Moldova (formerly IFES)

CDPD was provided with consultations and informational resources on the following topics:

- Governance
- Staff Capacity Building
- Sustainability Planning and Cost Efficiency
- Constituency Building

Center for Information and Documentation of Child's Rights in Moldova

CIDCR was provided with consultations and informational resources on the following topics:

- Project Design and Proposal Writing
- Fundraising
- Networking and Partnership
- PRA Methodology
- Office Management
- Monitoring and Evaluation

Viitorul Verde in Moldova

VV was provided with consultations and informational resources on the following topics:

- Fundraising
- Corporate Fundraising

Balti Legal Clinic in Moldova

Balti Legal Clinic representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Workshop
- NIS Legal Clinic Conference in Moscow

Balti Legal Clinic was provided with consultations and informational resources on the following topics:

- Legal Aid Center Management

4 UNHCR Implementing Partners (Charity Center for Refugees, Society Center for Refugees, Human Rights Section of the MSU Legal Clinic, and Save the Children/Moldova) in Moldova
UNHCR's partner organizations in Moldova were provided with consultations and informational resources on the following topics:

- Fundraising

Oral Advocacy Association in Moldova (OAA)

OAA was provided with consultations and informational resources on the following topics:

- Organizational Development
- Fundraising and Planning
- Proposal Writing

Independent Journalism Center in Moldova (IJC)

IJC participated in the following seminars and conferences:

- Fundraising and Sustainability Planning Training
- Coalition Building Training

IJC was provided with consultations and informational resources on the following topics:

- Organizational Development
- Funders Matrix for Moldova
- Regional Networking and Partnership Development

Anti-corruption Coalition in Moldova

The Anti-corruption Coalition participated in the following seminars and conferences:

- Coalition Building Training
- Fundraising and Sustainability Planning Training

National Women's Studies and Information Center in Moldova (NWSIC)

NWSIC participated in the following seminars and conferences:

- Fundraising and Sustainability Planning Training

NWSIC was provided with consultations and informational resources on the following topics:

- Establishing Branch Offices in the Regions
- Resources for Legal Consultations for NGOs
- Organizational Development
- Partnership Development

International Legal Aid Law Offices in Ukraine (ILALO)

ILALO was provided with consultations and informational resources on the following topics:

- Organizational Development

- Establishing an NGO
- Proposal Writing
- Project Development
- Fundraising and Sustainability Planning
- Strategic Planning

Justo Titulo

Justo Titulo representatives participated in the following seminars and conferences:

- Assessment and Organizational Development Planning Workshop
- Strategic Planning Workshop

Justo Titulo was provided with consultations and informational resources on the following topics:

- Funders Matrix for Ukraine
- Proposal Writing
- Membership and Membership Services
- Human Resources (assessing human resources needs, developing job descriptions and recruitment practices)

Accomplishments to date:

- Developed a two-year Organizational Development Plan
- Developed job descriptions and some human resources policies
- Increased number of funding sources

National Union of Young Lawyers of Ukraine (NUYL)

NUYL participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)

Institute of Applied Humanitarian Investigations in Ukraine (IAHI)

IAHI was provided with consultations and informational resources on the following topics:

- Public Relations/Working with the Media
- Strategic Planning
- Financial Management and Fundraising
- Computer and Internet Training Provider

Mama-86 in Ukraine

Mama-86 participated in the following seminars and conferences:

- EPAC Retreat (including constituency/membership base development, working with the mass media)
- Assessment and Organizational Development Planning Workshop

Union of Advocates

Union of Advocates participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)

Union of Advocates was provided with consultations and informational resources on the following topics:

- Funders Matrix for Ukraine
- Organizational Development

Legal Clinics in Ukraine

Law school clinics participated in the following seminars and conferences:

- Managing Law School Clinics (including sustainability and partnerships)
- Developing, Improving and Strengthening Legal Clinics in Ukraine (including strategic planning, sustainability and resource mobilization)
- NIS Legal Clinic Conference

Law school clinics were provided with consultations and informational resources on the following topics:

- Fundraising
- Proposal Writing
- Project Design and Management
- Sustainability Strategies

Winrock International in Ukraine

Winrock representatives participated in the following seminars and conferences:

- NIS Women Lawyers Conference (including TOT and Action Planning)

Dnepropetrovsk Women's Information Center in Ukraine (DWIC)

DWIC participated in the following seminars and conferences:

- NIS Women Lawyers Conference (including TOT and Action Planning)

Moscow Commercial Lawyers Club in Russia (MCLC)

MCLC participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- Corporate Sponsorship Training
- NIS Women Lawyers Conference (including TOT and Action Planning)
- Organizational Development Workshop

Samara Club of Commercial Lawyers in Russia (SCCL)

MCLC participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- Corporate Sponsorship Training

5 Domestic Violence Shelters in Russia

Domestic violence shelters participated in the following seminars and conferences:

- NIS Women Lawyers Conference (including TOT and Action Planning)
- Organizational Development Workshop

Women's Bar Association of Uzbekistan (WBA)

WBA participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- Corporate Sponsorship Training

Southern Kazakhstan Association of Lawyers (SKAL)

SKAL participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)

Association of Women Lawyers of Kazakhstan (AWLK)

AWLK participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- NIS Women Lawyers Conference (including TOT and Action Planning)

Association of Advocates of Kyrgyzstan (AAK)

AAK participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)

- NIS Women Lawyers Conference (including TOT and Action Planning)

Women's League of Lawyers of Tajikistan (WLL)

WLL participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)

Georgia Young Lawyers Association (GYLA)

GYLA participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)
- NIS Women Lawyers Conference (including TOT and Action Planning)

Association of Advocates of Uzbekistan (AAU)

MCLC participated in the following seminars and conferences:

- NIS Bar Development Conference on Membership and Membership Services (including membership services, recruitment and retention of members, needs assessments, CLE, lobbying and sustainability)

Women's Environmental Law Center (ARMON) of Uzbekistan

WELC participated in the following seminars and conferences:

- EPAC Retreat (including partnership development, tracking and monitoring of EPAC activities, board creation, influencing government policy and public relations)
- Corporate Sponsorship Training
- EPAC Retreat (including constituency/membership base development, working with the mass media)

Cooperation:

The NIS RIBA Program cooperates with the following local and international organizations in providing support to ABA/CEELI's priority local partners:

- Counterpart Alliance for Partnership
- Counterpart Creative Center
- Gurt NGO Resource Center
- Lugansk Mediation Group
- Contact Center for NGO Support
- Center for Philanthropy
- World Learning, International
- IREX/ProMedia
- Green Dossier
- Threshold Foundation
- National Democratic Institute
- Academy for Educational Development
- Independent Society for Legal Research
- International Center for Non-Profit Law
- Counterpart International
- Armenian Assembly of America NGO Training and Resource Center
- Partners for Democratic Change Slovakia
- UNHCR
- International Renaissance Foundation
- Soros Foundation
- UNDP
- Ecopravo Lviv
- Freedom House
- International Foundation for Election Systems
- Eurasia Foundation

- Deloitte & Touche Tomatsu Commercial Law Center
- Search for Common Ground
- Management Systems International
- Chemonics Corporation
- COLPI
- DFID
- World Bank

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THE REGIONAL INSTITUTION BUILDING ADVISOR PROGRAM NEWSLETTER
#1, JULY 2001

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In this issue:

- Mission Impossible? – Constituency building
 - Striving for Excellence in NGO Sector – Standard of Excellence
 - What is RIBA – Introduction to RIBA services
 - Report on NIS Bar Development Conference
 - Additions to Funders Matrix
-

MISSION IMPOSSIBLE?

In our every day work filled with deadlines, tight schedules and reporting, we sometimes forget why we are doing this, what is our optimal goal and whom we serve. But luckily we have a mission statement for our organization written in the charter to remind us and keep us on track. Usually a mission statement answers four main questions: Who are our clients? What are their needs? What do we do to fill these needs? What values or principles do we hold to in our work?

Clients and their needs are driving forces of our activity and a major reason for our existence. People and institutions that directly benefit from our programs form primary constituency of our organization. Beside our clients we usually have a range of stakeholders sharing our values and interested in our activities. These are volunteers, individuals, donor organizations, government and business, participants in our events, etc. They form the secondary constituency of the organization and play a major role in developing the organization's credibility with the public, building trust between NGOs and other sectors, and securing public support for the organization.

The stories below will help us illustrate the point. The first organization was established and operated based on the needs of the community, while the second one was donor driven both in its creation and programs, which is a common occurrence in NGO sectors in NIS countries. Which one do you think has more chances to survive and have real impact on society in the long run?

Freedom of Speech NGO

A Journalists rights advocacy organization was registered by a lawyer and a journalist, former school friends, after they won a couple of cases for journalists charged with libel by big local industrial enterprises polluting the environment. The local branch Union of Journalists actively supported them and provided office space and some administrative support. From two private newspapers they got donations to cover some recurring expenses and free advertising. They became well known in the reporters' community and among active readers. Eventually their services were institutionalized as a legal consulting section under Union of Journalists.

Bar Association

This professional organization was established with the assistance of an international donor to give voice to and represent lawyers' interests in the country. It was joined by a number of lawyers looking for a strong organization where their professional needs could be fulfilled. Sidetracked by donor funding to providing legal assistance to outside clients, the Association failed to develop a system of services for its members. Members, finding no responses to their needs, left the organization. When donors' priorities shifted once again and funding was stopped, the Association could hardly exist on the membership dues of its few members.

Constituencies develop naturally when the organization delivers tangible solutions to community problems and offers individuals accessible ways to get involved in their activities. NGO services should address clients' needs and contribute to improvement of the situation in the community and to a common good. Only when and if these services are valuable to the community can the organization be positioned for sustainability. Another role NGOs should play is to provide people who share the same values with an opportunity to voice their position and play an active role in society. By being involved in NGO's activities they feel their voice being heard and share the ownership of results contributing to the welfare of the community.

When an organization lacks these naturally developed connections with the people and the community it strives to serve it has to spare no efforts to build them. There are certain strategies and methods that can be used to support organization's constituency building efforts. Some of these strategies are listed below.

Tips/Strategies for building constituency:

- Publicizing the organization and its events in media
- Maintaining open dialogue with different community groups
- Recruiting/utilizing volunteers
- Communicating regularly with members and/or clients
- Developing partnerships
- Organizing public events
- Attending events organized by other groups.

If you are interested in more detailed information on methods for building constituency, please, contact the RIBA program. For more information on constituency building see the following web-site:

<http://www.partnerships.org.uk/guide/index.htm>

STRIVING FOR EXCELLENCE IN NGO SECTOR

Every country has a number of laws, bad or good, regulating the work of the non-profit sector. Non-governmental organizations must comply with applicable tax regulations, labor code provisions, NGO laws, etc., that set minimum obligations organizations have to fulfill before the state. But besides the state, NGOs have obligations to those who benefit from their programs, to contributors and to the public. NGOs depend on public confidence in their work and public support, which calls for higher standards in the non-profit sector.

It is a common practice in the U.S. for voluntary associations of non-profit organizations to initiate high standards promoting ethical practices and accountability in NGOs. Standards of excellence sometimes form the base for voluntary accreditation processes. Typically they cover the same areas addressed in institution building and the RIBA program: mission and program, governing body, human resources, financial and legal, openness and accountability, fundraising, public affairs and public policy.

Why have voluntary standards?

- High ethical standards and commitment to excellence
- Credibility and public trust
- Credibility with government and business
- Credibility with donors
- Self-regulation
- Criteria for memberships in coalitions and associations
- Cohesiveness in NGO sector

These standards go a step further than legal requirements and set high ethical and accountability norms for NGOs. They demonstrate the sector's commitment to excellence in serving citizens and communities. This contributes to trust building between organizations and the sector as a whole and their constituencies, including public, government, business and donors. This is a self-regulatory mechanism by which organizations are evaluated based on the performance indicators and which enables them to strengthen their operations. The standards can be used as criteria for admission into coalitions and associations. They help to build some cohesiveness in the NGO sector, consolidate its efforts and forestall excessive government regulation of the sector.

While NGOs in the NIS are still growing in numbers and receive some recognition, they are still far from forming a cohesive third sector that is strong and powerful with public support. It is the responsibility of individual organizations to improve the sector's credibility and image in society. Each organization has to take an active role in the processes of building trust and confidence in the sector among the public by initiating and promoting excellence practices in NGOs.

For some examples of standards for excellence you can visit the following web-sites:

www.give.org/standard.cfm - National Charities Information Bureau Standards in Philanthropy

www.mdnonprofit.org/ethics_initiative.htm - Maryland Association of Nonprofit Organizations Standards for Excellence

www.beimconsulting.com/CRC/standards2.html -Charities Review Council Accountability Standards of Beim Consulting

www.bbb.org/about/charstandard.asp - the Council of Better Business Bureaus Standards for Charitable Solicitations

If there is a similar initiative or movement in the NGO community in your countries to set standards and you are interested in more detailed information, tell us and we will provide these and additional materials in Russian as well as consultation.

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WHAT IS RIBA

Most of you are familiar with consulting services because most of you are providing legal or other consultations to members, clients, public, government and other NGOs. According to the dictionary consulting is – seeking advice or calling on an expert for professional or technical opinions. Clients come to you with needs seeking your expert advice. You do not run around the city after them to provide relevant assistance. The Regional Institution Building Advisor Program is a consulting service that was created to help your organizations to become more viable, autonomous and legitimate. You are our clients and we want to give you some tips on how best use this free resource.

Tips on how to use a consultant:

- Be proactive
- Take initiative
- Communicate frequently
- Be honest about successes and failures, strengths and weaknesses
- Discuss openly
- Accept changes
- Take ownership of the process
- Have the responsibility
- Commit to results

Being proactive means that you take the initiative to make things happen. You do not wait until somebody offers you assistance; instead you come and ask for it, when you need it. If you have had clients whom you had to chase after to get or pass any information on the case you know how important communication is between a consultant and a client. Initiating communication you save yourself irritation at our requests for information and find a grateful listener or two. We are interested in your successes and failures, your needs and wishes. It requires some honesty and openness on your side that we are and will be respecting with confidentiality. You do not conceal symptoms from your doctor if you want to get cured.

It is not always easy to learn some difficult things about your organization and it is even more difficult to change. The role of a consultant is to objectively assess and find weak points that need to be addressed and without the client understanding the need and accepting the change there is no way for improvement. As an outsider a consultant can only advise on how to improve while the responsibility for it happening belongs to you because you owe this to your organization. More so you have to be committed to achieving results to make a change for a better, stronger and sustainable organization.

In order for an organization to be sustainable, financial, organizational and environmental issues need to be considered. The financial perspective emphasizes fundraising, revenue diversification, design of revenue-producing mechanisms, cost-effectiveness and the search for funding partners. The organizational perspective emphasizes clear mission, good governance, management systems, organizational structure, service delivery. Constituency building, networking, forming strategic alliances and partnerships, developing public relations strategies reflect the environmental perspective.

These are the main areas where the RIBA program supports CEELI local partner organizations in their organizational development process. The overall goal is to increase your capacities to effectively provide services to your constituencies and to strengthen your organizations internally through consultant services, including training, information and technical assistance on institution building issues. We are here for you and we strongly encourage you to take advantage of our services.

For more information on Institution Building issues visit the following web-sites:
www.ngo.ru/libraries.shtml – Electronic libraries and publications for NGOs in Russian
www.mapnp.org/library – NGO Management Library in English

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18 BAR ASSOCIATIONS MEET IN KYIV TO DEVELOP MEMBERSHIP AND MEMBERSHIP SERVICES

Eighteen bar associations from the following ten countries were represented at the conference “NIS Bar Development Conference: Membership and Membership Services”: Russia, Armenia, Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, Moldova, Belarus and Ukraine.

Some of the most important work CEELI does in the NIS (and CEE) is on bar association development. In order to advance this important work, CEELI hosted bar association leaders at an NIS-wide Bar Association Development Conference in Kyiv, Ukraine on November 16-18, 2000.

The conference proved to be an especially effective forum for the sharing of best practices on the fundamental role bar associations play in the region: namely, providing meaningful membership services and representing the interests and protecting the rights of their members.

Topics covered at the conference included:

- Role of Bar Associations in the U.S. (Keynote address by Armenia Rule of Law Liaison Jack McMahon)
- Six Keys to a Successful Bar Association (Delaine Swenson, Central Asia Country Director)
- Membership Services (Adele Baker, Ukraine Rule of Law Liaison)
- Membership Development and Participation (Nancy Irving, Georgia Rule of Law Liaison)
- Needs Assessments: Importance of Adopting a Constituency Driven Approach (Claire Holland, Kyrgyzstan Rule of Law Liaison)
- Continuing Legal Education: Its Importance and Function (Maria Longi, Armenia Rule of Law Liaison)
- Lobbying Functions of Bar Associations (Hannah Duggan, Ukraine Short-Term Legal Specialist)
- The Role of Association Members in the Sustainability of Bar Associations (Tamara Lashbrook, Kyiv-based Regional Institution Building Advisor)
- Managing Association Volunteers (Tamara Lashbrook)

CEELI Liaisons and local staff, together with bar associations leaders from participating countries, sat on expert panels on each topic, leading discussions and sharing success stories. Additionally, separate breakout sessions allowed participants to share ideas and experiences in a less formal setting. For many participants, it was the first opportunity to learn about the workings of bar associations in neighboring countries.

As a postscript, many of the associations have already begun to act on the plans developed at the workshop. For example, three Armenian bar associations set up a working group to seek the amendment of the Law on Advocacy; separately, other bar associations began conducting their first needs assessment, surveying and interviewing members about how the association could more effectively serve member needs; in an effort to enhance the provision of CLE, the Moldovan Law Center began developing a database of speakers and trainers for their training events; and the Belarusian Association of Women Lawyers began work on the establishment of a young lawyers' association.

Conference participant Elena Tonkacheva, from the Independent Society for Legal Research in Belarus, has been spearheading the effort of NIS bar associations to continue the networking and sharing of experience that made the Conference such a success. We encourage you to share information and examples of your work through the bar association network. If you have developed a needs assessment questionnaire, have conducted a successful lobbying campaign, or come up with new and interesting ways to recruit and retain members, please share these stories and methodologies with your colleagues in others countries.

Contact Information:

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Independent Society for Legal Research
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ABOUT THE RIBA PROGRAM

The Regional Institution Building Advisor (RIBA) is a position developed by CEELI for the purpose of strengthening the legal reform NGOs that CEELI has helped develop and has partnered with over the past several years to help these NGOs become more viable, autonomous and legitimate.

The RIBA Newsletter is produced twice a year, and distributed to CEELI liaisons and local partners in the NIS countries.

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Appendix 3

ADDITIONS TO THE FUNDERS MATRIX

Organization.	Main Office	Contact Information	Contact Person	Funding Interests	Support	Grants	Application	Application procedure	Selection criteria
Milieukontakt Oost-Europa	International Department Middenlaan 2 D, 1018 DD, Amsterdam, The Netherlands. Phone +31 20 6392716, Fax +31 20 6391379. E-mail info@milieukontakt.nl, web-site www.milieukontakt.nl	International Department. P.O. Box 18185, 1001 ZB, Amsterdam, The Netherlands.	Sandra Molenkamp , e-mail s.molenkamp@milieukontakt.nl	Sustainable environmental development in NIS and CEE. The organization identifies and supports partners working on the development of the sustainable democratic and environmental friendly society.	The organization provides training, seminars, advice and funding. It promotes and supports networking between NGOs in different countries	It identifies NGOs for support			Environmental organizations in the NIS including Belarus, Moldova and Ukraine
Echoing Green Foundation	Echoing green foundation, 198 Madison Ave., 8th floor, New York, NY 10016. Telephone (212)6891165, fax (212)6899010. E-mail general@echoinggreen.org, web-site www.echoinggreen.org		Sandra K. Jones - V.P., Grants	Environment, arts, education, social services for youth, civil rights, human rights, economic development, etc..	The organization provides scholarships to social entrepreneurs and a seed capital and technical assistance to establish innovative NGOs and projects aimed at positive social changes.	Two year scholarship \$60000, insurance, Internet connection, access to social entrepreneurs network and technical assistance			

Appendix 3

<p>Greenville Foundation</p>	<p>Greenville Foundation, 283 Second Street East, Sonoma, CA 95476. Phone (707) 9389377. For information requests greenville-guidelines@greenville-foundation.org. Web-site www.greenville-foundation.org</p>		<p>Virginia Hubbell - Administrator</p>	<p>Community development, poverty reduction, women support, small farmers and conflict resolution.</p>	<p>Previous grants: documentary film on conflict resolution in Africa, human right monitoring in Guatemala, support for women in Kosovo.</p>	<p>\$ 5000 - 25000. Average grant - \$ 15000.</p>	<p>Inquiry letter. Letters should be sent before April 1 or October 1. No faxes or e-mails admitted.</p>	<p>Decisions are made by mid November or mid May. Funding is provided accordingly in December or June.</p>	<p>International projects are funded through the U.S. fiscal agent only.</p>
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THE REGIONAL INSTITUTION BUILDING ADVISOR PROGRAM NEWSLETTER
#2, JANUARY 30, 2002

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In this issue:

- Knowing Your Constituency Needs – Tools to Assess Public Opinion
 - Advocacy – Building Democracy
 - Our Partner Contribution – Ecopravo-Lviv, Ukraine: Reaching out to NGO Community, Building Public Trust in the Sector Through Cooperation and Sharing of Resources.
 - Institution Building Advisors Now in 7 NIS Countries – Contact IBA in Your Country
 - Additions to Funders Matrix
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KNOWING YOUR CONSTITUENCY NEEDS

The article on **constituency building** published in the previous issue of the newsletter stressed the idea that a primary goal of NGO services is addressing clients' needs and contributing to community development and to a common good. How do we know what our clients need, what is beneficial for community and what is good for society? Being experts we often assume that we know better what is good for our customers and community and neglect the main principle of democracy, public participation in decision-making, the very tool of which NGOs are.

Why know public opinion?

- To verify your mission
- To better target your services
- To make your advocacy campaigns needs-driven
- To generate public support to influence government
- To use community resources effectively
- To make your constituency feel ownership in your work

There are various tools that allow us to learn the needs of our constituency and identify problems in the community: needs assessments, participatory rapid/rural appraisals, public opinion polls, sociological studies, public participation, etc. Depending on the type of clients of an organization and level and scope of its activity methods may vary. We distinguish between internal and external clients that form the basis for the classification of membership and non-membership/service providing NGOs. Membership organizations (e.g. professional associations and trade unions) focus on serving their members' needs and service providing organizations (e.g. human right groups and resource centers) focus on serving the needs of external clients.

To assess the needs of members, an organization can conduct a membership needs assessment using various or a combination of data collection methods such as written surveys, individual interviews, observations, and/or focus groups. Participatory assessment tools, such as participatory rapid/rural appraisal (PRA), public opinion polls and public hearings are more appropriate for identifying the needs of larger external constituencies.

While we have a general idea of most of these tools and techniques **PRA** stands out as something new and exciting. PRA consists of a number of participatory approaches and methods that emphasize local knowledge and participation in problem identification. In PRA, community members themselves undertake data collection and analysis, with outsiders facilitating rather than controlling the process. The term is somewhat misleading since PRA techniques are equally applicable in urban settings.

PRA is an exercise in communication and transfer of knowledge; the learning-by-doing and teamwork spirit of PRA requires transparent procedures. For that reason, a series of open meetings generally frame the sequence of PRA activities. Other tools common in PRA are:

- Semi-structured interviewing
- Focus group discussions

- Preference ranking
- Mapping and modeling
- Seasonal and historical diagramming.

!?! If you are interested in learning more about PRA visit the following web-site: <http://www.worldbank.org/wbi/sourcebook/sba104.htm>, or contact the NIS RIBA program for materials in Russian on other data collection methods and assessment tools.

ADVOCACY

Advocacy (Greek ad – here; voca – call, ask) – to call someone to one's side, to protect oneself (add reference).

Advocacy encompasses a variety of methods for involving people in the process of decision-making. It is one of the most basic means by which individuals and groups make their needs and desires known to their government. Because of its potential for high levels of participation and citizen involvement, advocacy may be referred to as democracy in action, or "applied democracy."

Advocacy campaigns can utilize a variety of methods, each of which is a two-pronged tool of education and influence. Advocacy campaigns can perform the important function of providing information and opinions not otherwise available to decision-makers. Through advocacy, underrepresented groups of society can voice their concerns and problems and participate in resolving them. Advocacy empowers people and gives them the ability, confidence and strength to contribute to change in society. The goal of any advocacy campaign is to persuade decision- and policy-makers to adopt a certain course of action.

Advocacy role in society:

- Raising public awareness of public policy issues
- Informing and educating government on constituency needs
- Improving laws and policies
- Defending citizens' legal rights
- Requiring government to uphold and implement the law in specific situations
- Changing public policy in ways that reflect citizen perspectives
- Providing citizens with tools for holding government accountable

Advocacy Methods:

- Media advocacy – using media to deliver a message to a wide audience and generate public support
- Legislative advocacy – getting involved in the lawmaking process
- Court advocacy – using the courts and precedent to influence decision-makers
- Constituency building – involving citizens in problem identification and analysis, and search for solutions.

All of these advocacy methods are used to attract attention to a problem, attract as many supporters as possible to search for solution, and to resolve the problem through a political decision by authorities.

Symbol If you want to learn more about advocacy strategies and advocacy campaigns, you can take part in the contest for a place in the **Advocacy Conference** that will take place in Kiev in April! The NIS RIBA program will cover all expenses for the contest winner. To become a contestant, fill out the attached application form and submit it to us by **February 28, 2002**. The winner will be selected by the NIS RIBA team, based on the following criteria: relevance of the proposed advocacy campaign to the organization's mission, innovation of proposed advocacy strategy, and potential for verifiable results. The winner will be expected to devise an advocacy action plan at the conference and will be required to submit a report on how

the new advocacy skills were applied. A shorter version of the report will be published in the next edition of the RIBA newsletter. **Good luck!**

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**PARTNER CONTRIBUTION:
REACHING OUT TO NGO COMMUNITY, BUILDING PUBLIC TRUST IN THE SECTOR
THROUGH COOPERATION AND SHARING OF RESOURCES**

There are many NGOs in Ukraine and in other countries with different aims and goals, different experience and strategies. But there is one common feature - they are non-profit and need financial assistance for their useful for the society activity.

Experienced and large NGOs perform fundraising activity quite professionally, knowing where and how attract resources, but still there are lots of NGOs lacking such skills, and this creates serious obstacles on the way to implementing their ideas.

Aiming to improve this situation, **Charitable Foundation Ecopravo-Lviv** organized **Intensive Training on Fundraising and On-line Efficiency** this past summer. The goal of the training was to enrich small NGOs with essential fundraising skills and how to use on-line resources for this. The training itself was of great use for them, but at the end of the training the NGOs agreed that it is not enough just to acquire essential fundraising skills, it is also very important to continue their cooperation, combining their efforts, sharing information and experience, therefore strengthening themselves and mutually increasing the efficiency of the fundraising process.

The NGOs agreed to create a **Western Ukrainian Fundraising Association (WUFA)**, which is aimed at assisting local NGOs in fundraising, sharing information, knowledge and experience. WUFA has created a mailing list (www.topica.com/lists/ukrfundraiser/read), disseminating information on new grant opportunities and fundraising information, and discussing fundraising issues.

At the moment it is very difficult to persuade people to share the information, to show them that it will not affect their interests, but will be useful for other organizations too and from their side these organizations will assist them in future. And we are striving to achieve this.

In the future plans of WUFA are organization of intensive trainings on fundraising for small NGOs in Lviv and providing consultations on fundraising. For fundraising professionals, WUFA can serve as a resource for increasing their qualifications and as a forum where they can present their successes and failures, express their concerns.

We are also planning to develop a **Code of Ethics of Fundraisers**, highlighting general principles that fundraisers and NGOs should adhere to when dealing with donors. This will help NGOs to gain more legitimacy and professionalism in the eyes of donors, as well as to help them avoid mistakes and failures in their activity.

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INSTITUTION BUILDING ADVISORS NOW IN 7 NIS COUNTRIES

When **the NIS RIBA services** were introduced by CEELI in 2000, the main focus was on four countries: Armenia, Belarus, Moldova and Ukraine. During the first year of the program it became clear that more

human resources need to be devoted to institution building in the NIS in order to assist our partner organizations in their drive towards sustainable provision of membership and client services that promote the rule of law.

The second year was marked by significant growth and strengthening of the institution building services available through CEELI. Local **Institution Building Specialists** have joined the team and become a resource in **seven NIS countries**. In December 2001, the Institution Building Team met in Kiev to share resources and experience and form a support network. Through the network our specialists have access to institution building materials developed specifically for the NIS region, various Internet resources, useful contacts in the NIS, Central and Eastern European experience and expertise, etc.

!? You can contact your IBA through the ABA/CEELI office in your country or directly by e-mail at:

Armenia, Maria Hovoumyan, maria25@freenet.am
Azerbaijan, Sabina Alieva, sabina.aliyeva@aba.in-baku.com
Belarus, Alla Kos, alla_kos@ceeli.org.by
Central Asia Republics, Anvar Uzakpayev, ceelirlia@nursat.kz
Georgia, Valery Amisulashvili, val_geocourts@hotmail.com
Moldova, Ludmila Ungureanu, office@abaceeli.dnt.md
Ukraine, Natalia Astapova, nastapova@abaceeli.kiev.ua

ABOUT THE RIBA PROGRAM

The Regional Institution Building Advisor (RIBA) is a position developed by CEELI for the purpose of strengthening the legal reform NGOs that CEELI has helped develop and has partnered with over the past several years to help these NGOs become more viable, autonomous and legitimate.

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Appendix 4

FUNDERS MATRIX

Organization.	Main Office	Contact Information	Contact Person	Funding Interests	Support	Grants	Application	Application procedure	Selection criteria
i2Foundation		The Grants Program, The i2Foundation 11511 Luna Road, Suite 1400, Dallas TX 75234, http://www.i2foundation.org/	The cover letter, proposal, summary and budget should be sent to bindu_nambiar@i2.com	Poverty, hunger, illiteracy, education, youth violence, violence against women, early child development, environmental preservation, scientific research and improved healthcare.	Programs that improve the quality of life and create a healthier society.	\$5 000 – 50 000 The foundation does not award multi-year grants.	Application should consist of a cover letter, a proposal and other supporting documents. The cover letter and proposal via e-mail. Supporting documents by regular mail.	Deadline is February 25, 2002. More on content and format of a proposal on the web-site.	No conferences, honoraria for guest speakers and panelists, no work in the field of art and culture, no fundraising events are funded.
Human Rights Project Fund	Human Rights Policy Department Foreign and Commonwealth Office King Charles Street London SW1A 2AH www.hrpd.fco.gov.uk/guidelines		Will Pryor Human Rights Adviser British Embassy, Kiev tel: (380 44) 462 0011/12 fax: (380 44) 462 0013 William.Pryor@fco.gov.uk	Rights of the Child; rule of law and accessible justice; promoting the rights of ethnic or minority groups (including displaced people); prison reform; human rights awareness or education; freedom of expression (including the development of independent media); torture and the death penalty; national human rights institutions and ombudsmen; rights of the disabled;	Projects in one or several funding interests areas.		Application should include no more than 3-page project description or logical framework of the project with a detailed budget.	Proposals should be submitted in English, Russian or Ukrainian. More details on the web-site.	No democracy building, election monitoring, humanitarian assistance projects are funded.

Appendix 4

				women/removal of gender discrimination					
TACIS Institution Building Partnership Program Support to Civil Society and Local Initiatives	http://europa.eu.int/comm/europeaid		fabrizio.moroni@cec.eu.int	Institution Building in the areas of market economy, democracy development, civil society and the rule of law., i.e. government reforms, economic development, urban management and environment.	Projects must be implemented in the partnership with NGOs, local and regional government, or non-profit professional associations of EU countries and Tacis countries	Project duration 18-24 months. Grants 100 000-200 000 Euro. Eu Commission supports 80% of the budget with 20% matched from other sources.	One original signed copy + 4 copies of the application form in English should be submitted before April 8, 2002.	Building Partnership Program guidelines and application form can be downloaded from http://www.gurt.org.ua/groups/funds.htm	Ukraine, Russia, Belarus, Mongolia are eligible countries

Appendix 5

Year One Lessons Learned and Recommendations

With the placement of a Regional Institution Building Advisor in the NIS for the first time, many lessons have been learned. Many of the following recommendations have already been incorporated into the RIBA approach during the February 1, 2000 – January 31, 2001 work plan period:

Lesson #1: There is a great demand for institution building advisory services in the NIS region. The introduction of institution building services by CEELI has been well received by most of CEELI's priority local partners identified in the 2000 Work Plan. Based on organizational assessments and development of organizational development plans for these partners, many local partner organizations are at a stage in their development where organizational capacity building is necessary for further growth and sustainability.

CEELI liaisons, local staff and partners, both in the countries participating through the Leader Agreement and in other countries of the NIS (through discussions at regional conferences and CEELI mid-year retreats and annual meetings), have expressed increasing interest in institution building issues. One RIBA and one RIBA Assistant cannot realistically provide the necessary individual attention to meet the needs of 20 priority partner organizations identified under the Leader Agreement, much less the increasing demands of partners in the remaining eight countries of the NIS.

Recommendation: More human resources need to be devoted to institution building in the NIS in order to assist CEELI partner organizations in their drive towards sustainable provision of membership and client services that promote the rule of law. Ideally, additional Regional Institution Building Advisors are needed to cover the Central Asia Region and the Caucasus Region. Due to budget constraints, however, and with the goal of building local capacity in institution building advisory services in the NIS, building a network of local RIBA Assistants should be considered.

Lesson #2: Integration of institution building support into CEELI's Rule of Law programs is vital. All CEELI liaisons, most staff and most individuals in leadership roles within partner organizations are legal professionals and are, therefore, more interested in substantive rule of law programming than in organizational development. When local partner organizations can see the impact of institution building measures on the quality and potential sustainability of their current programs and services, it helps build consensus within the organization for additional organizational development initiatives.

Recommendation: Continued coordination with CEELI country directors, liaisons, local staff and partner organizations on identifying institution building priorities based on current and planned rule of law programming, coupled with yearly reassessment of organizational development priorities will help maintain institution building momentum within the CEELI Regional Institution Building program. This model can be replicated in countries of the NIS that do not currently have an institution-building component.

Lesson #3: Weak organizations and organizations with little or no potential for sustainability divert scarce resources from stronger organizations. While institution building support has been well received by most of CEELI's partners, there are one or two organizations that have shown little, if any, commitment to strengthening their organizations. The causes for this seem to be either a lack of identity, mission and constituency (which is a common occurrence among NGOs that have been directly established by international organizations), or a for-profit mentality (which is common among organizations that are successful fundraisers and dependent on foreign donor support).

Recommendation: Due to the demands placed on limited institution building resources in the region, local partners that do not show some commitment to institution building should be removed from the RIBA priority local partner list and work plan, to be replaced by other CEELI partners in the region who could benefit from RIBA assistance.

Lesson #4: Motivating partners to plan for sustainability is challenging when foreign grant funding is plentiful. "Sustainability" has become a buzzword in the international donor community that elicits groans from local NGOs, and they grudgingly sit through seminar after seminar on

"sustainability". Many organizations view a sustainability plan as a fundraising plan, and most are pessimistic about the ability of the local economy to support the continued existence of the NGO sector. In some countries of the region, there is not yet any indication that foreign donors are planning to decrease or cease assistance programs. But it should be remembered that sustainability is not just about funding, but encompasses all aspects of institution building, from good governance and human resources policies to public relations and provision of quality services.

Recommendation: Building a sustainable institution is a long-term, staged process that requires a holistic approach. Helping each organization make progress in any institution building areas that they see the need for and the value of is more effective than a cookie-cutter approach to financial sustainability. The experience of CEE countries that have graduated from USAID assistance should be utilized.

Lesson #5: Attitudes must change before behavioral changes can be institutionalized. The need for and value of committing time and effort to organizational development is not always immediately apparent, and organizations should not be forced into going through the motions of, for example, developing a strategic plan or a board of directors, if they are not ready for this step. Premature attempts can sour the organization on entire concepts and tools if they are not prepared to use them constructively. The process of attitudinal change is slow, but will eventually result in sustainable behavioral changes and eagerness to improve the organization. While institution building conditionality has been inserted into some Advocacy Grants, it is vital that the organizations have the will and the motivation (beyond securing additional grant funding) to work on these issues.

Recommendation: Concrete examples of the benefits derived from organizational development of other organizations have proven to be effective tools for changing perspectives and should continue to be utilized in training and consultations. Demonstrating how institution-building tools can help them overcome programming difficulties, coupled with case studies, examples and healthy competition between organizations in the region, can be strong motivators. Self-regulation of the third sector should be more vehemently encouraged, including working with civil society coalitions and associations to develop voluntary accreditation standards and procedures for the sector.

Lesson #6: Training cannot stand alone as an intervention. Organizational weaknesses identified through assessments have indicated deficiencies in certain skills within the target organizations. Training programs have been developed to meet the specific needs identified by individual organizations, and this has proven more effective than off-the-shelf training, but training alone does not produce results and application of skills learned is low without one-on-one consultative follow-up with trainees. In addition, NGOs often have scheduling conflicts (court appearances, study tours, other seminars, etc.) and are not able to commit to lengthy training programs.

Recommendation: Though time consuming, especially with a limited amount of human resources dedicated to institution building in the region, more attention needs to be paid to one-on-one training follow-up consultations. This will decrease the number of topics and number of trainings that can be provided, but will assist partner organizations with application of new skills and concepts, thereby increasing the impact of each training program. Action planning has been productively utilized at most CEELI training and conference events to help ensure that learned knowledge, skills and attitudes are applied by participants. While this has helped trainees focus on intended and planned outcomes, more time needs to be spent assisting with implementation of action plans. CEELI liaisons and local staff should be more involved in this process, at a minimum checking on their progress in implementation of action plans and identification of barriers to implementation so that CEELI liaisons or RIBA can provide additional, targeted assistance as needed.

Lesson # 7: More systematized sharing of successes and methods for overcoming organizational weaknesses among all countries of the NIS need to be developed. Local partner organizations repeatedly request information about programs, services and successes of similar organizations in other countries of the region and further a field. Regional conferences, if orchestrated appropriately, provide good forums for exchanges of information, but few organizations are able to convert these one-time contacts into productive, long-term dialogues or partnerships. A presentation or a discussion at a regional conference may spark an idea, but without follow-up advice and guidance from an organization more experienced in the topic, attempts at application are frequently abandoned with the appearance of the first obstacle.

Recommendation: Regional networking initiatives, such as the follow-up proposal from the NIS Bar Development Conference, should be encouraged and supported. It is important, however, to exercise restraint and allow local partners to identify the need and devise a culturally and technologically appropriate solution.

Lesson #8: Development of local staff capacity in institution building adds value, continuity and local context to the program. A RIBA Assistant was hired in April to support the work of the NIS RIBA. The RIBA Assistant has been developing valuable skills in training program design and delivery, needs assessments, conference organization, monitoring, evaluation and consulting methodology, as well as expanding the depth and breadth of her knowledge of organizational development topics. In 2001, the RIBA Assistant will become a certified organizational development trainer in Ukraine. These skills will allow her to continue providing support to CEELI's partners and other civil society organizations during and beyond the life of CELLI's Rule of Law Program.

Recommendation: The model of local staff development utilized by the RIBA in Kyiv should be replicated in other CEELI offices in the NIS. The RIBA and RIBA Assistant can help develop local institution building specialists in other countries of the region through training and technical assistance in conducting assessment and organizational development planning workshops, monitoring and implementation of organizational development plans, and training and consultation methodologies for transfer of institution building knowledge and skills to more of CEELI's local partners and to build a local cadre of experienced institution building consultants in the region.

Lesson #9: There are many resources in the region that can be leveraged. CEELI's institution building program has been networking and coordinating with other assistance providers in the region such as Counterpart Creative Center, Counterpart International (Counterpart Alliance for Partnership), Gurt NGO Support Center, Armenian Assembly of America, World Learning, Management Systems International, Search for Common Ground, Lugansk Mediation Group, DFID, Eurasia Foundation, Chemonics International, Open Society Institute, Academy for Educational Development, Freedom House, IREX/ProMedia, Constitutional and Legal Policy Institute (COLPI), World Bank, Center for Philanthropy, International Foundation for Election Systems, National Democratic Institute, UK Department for International Development, Deloitte Touche Tohmatsu Commercial Law Center Project and International Center for Not-for-Profit Law.

Recommendation: Coordination with these organizations in Ukraine, Moldova, Belarus and Armenia should continue and more effort made to collaborate on providing support to CEELI's local partners in these countries. CEELI liaisons need to be oriented early on to the programs of other assistance providers in order to promote more joint programming and promotion of CEELI's partner organizations as potential beneficiaries of other technical assistance programs in their countries.