



**CEE Regional
Institution-Building
Advisor Program
(RIBA)**

**Year III
Annual Report**

(February 1, 2002 - January 31, 2003)



**AMERICAN BAR ASSOCIATION
CENTRAL EUROPEAN and EURASIAN
LAW INITIATIVE (CEELI)**

**CEE REGIONAL PROGRAM
INSTITUTION BUILDING ANNUAL REPORT- YEAR III**

For the Period:

February 1, 2002 - January 31, 2003

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USAID Annual Report
February 1, 2002 to January 31, 2003

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I. INTRODUCTION

The Regional Institution-Building Advisor (RIBA) works with CEELI's local priority and non-priority partner organizations to help them design appropriate sustainability strategies that incorporate a holistic approach to organizational development. These include such issues as governance, organizational and operational management, human resources, external relations, advocacy, fundraising, budgeting and financial management, and strategic analysis and planning. Through the use of organizational development interventions, the RIBA helps strengthen the capacity of CEELI's partner organizations to effectively provide services to their constituencies and to ultimately become more professional, autonomous, and self-sustaining.

The RIBA also collaborates extensively with CEELI in-country directors, liaisons and staff and relies on their ongoing relationships with partners to ensure that the strategies are being implemented in a timely manner.

This Annual Report documents significant progress toward organizational and financial sustainability and increased partnership activity by ABA/CEELI's priority partners, and, based on valuable lessons learned, also recommends specific further actions and interventions which should and are being implemented to benefit the CEE RIBA program in the future.

During the reporting period, Lisa Hammond, Director CEE RIBA Program, promoted Assistant RIBA Bonny Bosnjak to Deputy Director CEE RIBA Program, effective April 2002. In January of 2003, Director and Deputy hired Aleksandra Aleksic as the RIBA for the Union of Serbia and Montenegro. In April 2003, under the new work plan, Director and Deputy hired Zoran Stefanovski as the RIBA for Macedonia and Bulgaria. The ultimate goal of the addition of key RIBA staff is to transfer both skills and responsibility for the RIBA program to exclusively local staff.

II. GOALS

The original goals of the Regional Institution Building Program in CEE were to assist CEELI's priority partner organizations to become programmatically, organizationally, and financially sustainable and enter into enduring, sustainable partnerships on equal footing with their local, regional, or Western counterparts. Increasingly, work with the partner organizations has focused on assisting these organizations in establishing and fulfilling their roles in the local reform process. While organizational development remains a priority, the focus of the RIBA's work has shifted away from developing individual partnerships toward a broader assessment of the regional nongovernmental sector. To this end, the RIBA Program has added new partner organizations, many of which are more classic NGOs (as opposed to Associations). The mandate of each of these new partners fits within the rubric of CEELI's Focal Areas (refer Appendix 5), and each has a stake in promoting the rule of law and transparency and accountability through their work in human rights, anti-corruption, alternative dispute resolution and/or legal and judicial reform. (Refer, Appendix 6, Partner Organizations by Focal Area.)

Additionally, the regional aspect of the CEE RIBA work (now expanded to Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Montenegro, Romania and Serbia) fosters cross-border expertise and broadens the RIBA's ability to envision and initiate regional cooperation and collaboration between partner organizations.

III. OBJECTIVES AND INDICATORS

Program impact is gauged by determining the degree to which CEELI's local partners show improvement in a variety of organizational assessment factors. Given that the appropriateness of a single measurement tool may vary dramatically from one organization to another,¹ last year the RIBA Director instituted a more detailed quantitative and qualitative ranking system, in which each organization is measured (ranked) within distinct categories of performance based on a "basket" of set criteria. (Refer, Appendix 2 and 2A.)

These 11 criteria, taken together, provide a realistic, comprehensive, and candid view of an organization's overall stage of development and also serve to diagnose specific areas needing further attention. Appendix 3 shows Cumulative Indicator Performance Ratings by Partner. Also refer to the following Appendices that summarize 2001 and 2002 data:

Appendix 7 – **Number** of Trainings for Priority and Non-Priority Partners

Appendix 8 – Trainings by Topic (**percentage**)

Appendix 9 – Training **Topics** for Priority and Non-Priority Partners

Appendix 10 – Number of Priority and Non-Priority **Organizations** Trained by Topic

Appendix 11 – Training for Priority and Non-Priority Partners (**Trends**)

Appendix 12 – RIBA Interventions by Topic within CEELI **Focal Areas**

1. Organizational Assessment: The RIBA team works in collaboration with partner organizations to help them conduct self-assessment; develop internal capability to identify factors inhibiting organizational development; and encourage organizational and individual willingness to seek, entertain, and implement remedies.

¹ By example, though it may be useful to note that an organization has a written strategic plan, the breadth, scope, and, therefore, value of that plan must also be taken into account in the measurement structure.

Progress during the work plan period: The CEE RIBA worked with a total of thirty-six partners on organizational assessment. Of this thirty-six, nine have been designated as CEE RIBA priority partners.

2. Strategic Analysis and Planning: The RIBA teams assists partner organizations to develop and articulate clear missions, goals and objectives based on analysis of key internal and external factors and stakeholders. Goals and objectives are then translated into a strategic plan with concrete activities, timelines and implementation steps.

Progress during the work plan period: The CEE RIBA worked with a total of forty-two partners on strategic analysis and planning. Of this forty-two, seven have been designated as CEE RIBA priority partners.

3. Governance: The RIBA team works with partner organizations to develop and maintain clear, democratic, and transparent governance structures and practices, including written statutes, distinct roles for board members and management, functioning organizational committees, regular meetings and full financial disclosure.

Progress during work plan period: The CEE RIBA worked with a total of thirty-two partners on governance issues. Of this thirty-two, one has been designated as a CEE RIBA priority partner.

4. Project Design and Implementation: Key to an organization's relevance and sustainability is its ability to design and execute appropriate and effective programs or projects. The RIBA team works with partner organizations to promote adequate needs assessment, realistic planning, responsible program management and monitoring, measurable impact and ongoing evaluation.

Progress during work plan period: The CEE RIBA worked with a total of twelve partners on project design and implementation. Of this twelve, three have been designated as CEE RIBA priority partners.

5. Financial Planning and Management: A core part of the RIBA work is to assist partner organizations to develop and implement organizational budgets and fiscal procedures and practices to accurately track, record and report income and expenses for the organization and for each program. The RIBA team also trains partner organizations in financial and sustainability planning and cash flow and risk management.

Progress during work plan period: The CEE RIBA worked with a total of eighteen partners on financial planning and management. Of this eighteen, eight have been designated as CEE RIBA priority partners.

6. Human Resource Management: Since many partner organizations do not have paid staff, the RIBA approaches human resource management from several angles. Volunteer associations receive assistance with motivation, teamwork and democratic decision-making. Partners with paid staff also receive advice on fair labor, recruiting and promotion policies; board, staff, and volunteer roles, job descriptions and review processes; and staff development and training issues.

Progress during work plan period: The CEE RIBA worked with two partners on human resource management. Both of these organizations have been designated as CEE RIBA priority partners.

7. Operational and Systems Management: Partner organizations are encouraged to exercise effective internal and external communication systems, appropriate use of technology, and effective time management at all levels.

Progress during work plan period: The CEE RIBA worked with four partners on operational and systems management. Of this four, three have been designated as CEE RIBA priority partners.

8. Fundraising: This is the most frequently requested topic for RIBA assistance. However, many organizations desiring to undertake fundraising activities lack critical prerequisites (such as strategic planning or project design). The RIBA team works with partners to comprehensively prepare for fundraising activities, developing strategies, goals, needs assessments, plans and projects, measurement tools, and dividing the work according to time and skills. Once the framework is ready, the RIBA team works with partners on grant writing, project budgeting, measurement of impact, finding and meeting with funders, and grant submission details. A key feature of the work is to emphasize the need for diverse (including unrestricted) funding sources, such as fee-for-service income, membership dues, in-kind donations, special events and other types of support.

Progress during work plan period: The CEE RIBA worked with a total of fourteen partners on fundraising and grant writing. Of this fourteen, five have been designated as CEE RIBA priority partners.

9. Media, Public Relations and Marketing: To ensure that the work of partner organizations attracts public attention and achieves broad scale impact, the RIBA team assists in identifying target audiences and developing media and public relations plans, including publications and marketing materials. ✓

Progress during work plan period: The CEE RIBA worked with a total of six partners on media, public relations, and marketing. Of these six, four have been designated as CEE RIBA priority partners.

10. Advocacy and Constituency-Building: Organizations are evaluated on the basis of the public outreach activities, and efforts to expand membership, broaden community support, and build cooperative networking relationships locally and regionally. ✓

Progress during work plan period: The CEE RIBA worked with a total of sixteen partners on advocacy and constituency-building, membership and networking. Of these sixteen, three have been designated as CEE RIBA priority partners.

11. Monitoring and Evaluation: The RIBA team works with partners to effectively and routinely evaluate both programs and administration, including quantitative and qualitative monitoring and evaluation of strategy, process, performance and impact.

Progress during work plan period: The CEE RIBA worked with four partners on monitoring and evaluation. All four have been designated as CEE RIBA priority partners.

IV. CEELI INTERNAL ORGANIZATIONAL CAPACITY-BUILDING

Orientation and Promotion of Assistant RIBA to Deputy Director

During the reporting period, Lisa Hammond, Director CEE RIBA Program, after hiring Bonny Bosnjak as Assistant RIBA in January 2002, promoted Ms. Bosnjak to Deputy Director CEE RIBA Program, effective April 2002. Ms. Bosnjak has taken on more independent work with CEELI partners, enabling the RIBA team to divide its work by geographic region and partner needs. Ms. Bosnjak is a capable trainer, excellent analyst and report writer, and has direct experience in multiple RIBA topics, most especially Program Design and Management, Fundraising, Human Resource Management, Operational and Systems Management (and technologies), and Monitoring and Evaluation. As Deputy Director, Ms. Bosnjak is jointly responsible for mentoring, coaching and supervising new RIBA staff.

Addition of a RIBA Position for the Union of Serbia and Montenegro

In January of 2003, Aleksandra Aleksic, former Grants Manager for CEELI Serbia, was hired as the RIBA for the Union of Serbia and Montenegro (based in Belgrade). Under the mentorship of both Director and Deputy, this position has enabled the RIBA team to expand its services to a wider geographic area and to accelerate its ability to provide training and interventions in the local language. Ms. Aleksic brings a solid knowledge of the NGO scene in Serbia and critical local program management and reporting expertise.

Addition of a RIBA Position for Macedonia and Bulgaria

In April of 2003, under the new work plan, a Regional Institution-Building Advisor, Zoran Stefanovski, was hired from a pool of 125 applicants. Based in Skopje, Mr. Stefanovski is slated to cover Macedonia and Bulgaria. This hire completes the plan for expanding RIBA services into additional countries and building local capacity to conduct RIBA work in local language and using local expertise.

Capacity-Building for the RIBA Team

As a component of recruitment and selection, the Director and Deputy strived to add team members with diverse skill-sets, so that together the team would be able to coach each other in new and broader applications of the complete set of RIBA topics and services (refer to RIBA brochure, Appendix 1).

The ultimate goal of the addition of key RIBA staff is to transfer both skills and responsibility for the RIBA program to exclusively local staff and to increase capacity for additional coverage for more partners and in more countries. (Refer Appendix 13, 14, 15, 16, RIBA Time Allocations by Country and by Activity.) By the fall of 2003, the Director expects to transition out of the program, using the salary budget line to pay for the additional two in-country RIBAs. This transition will occur over a period of several months, with the Director spending an increasing percentage of time mentoring the Deputy and RIBAs and with the Deputy assuming increasing responsibility for reporting and for oversight of the RIBAs in the field.

As a component of this transition plan, the RIBA team (including NIS) has catalogued its skills and staff development needs using a **RIBA Data Sheet** (Appendix 4), and is systematically working to further staff development through training programs, mentoring of each other in new topics, sharing of materials and training manuals, and training-for-trainers workshops. The NIS RIBA Program took the lead on adding a RIBA link on the **CEELI WebBoard**, allowing members of the RIBA team to post and access training materials. In addition, two CEE RIBAs participated in a two-day Consulting and Assessment Methodology Training, three attended a four-day International Fundraising Workshop in Budapest, and one participated in a two-day Strategic Planning Training conducted by Civic Initiatives in Serbia. In late April, a four-day comprehensive training-of-trainers will be conducted for the RIBA team by consultant Gwen Jones. The training will result in a newly developed one-day workshop on Outreach and Networking, which will be delivered by the RIBA team to CEELI Croatia staff. This will be followed by a three-day strategic planning retreat for the entire RIBA team.

Capacity-Building for CEELI Local and In-Country Staff

An important goal of the CEE RIBA Program is to promote the organizational and institution-building capacity of CEELI local and in-country staff. At a minimum, these individuals should be able to recognize, educate, and positively influence other partner organizations concerning institution-building issues and opportunities. This requires a broad, basic understanding of organizational development and healthy institutional practice. Additionally, and increasingly, local and international CEELI staff members are being trained and encouraged to become a reservoir of knowledge and expertise for both legal issues *and* institutional issues.

Throughout the work plan period, various CEELI staff members participated in most workshops, consultations, or other activities conducted with partner organizations. CEELI local staff members are improving their willingness and skills to engage in monitoring and tracking organizational development progress within partner organizations and to encourage partners to adhere to stated timelines and actions.

The RIBA Director has also provided direct training for local and international CEELI staff on institution-building concepts and ways to integrate with the RIBA team, plus a two-day training on Management and Human Resources. Training in project evaluation was also provided to CEELI local staff by a CEELI associate trainer.

Regional RIBA Brochure

The CEE RIBA brochure has been translated and printed in six local languages (Albanian, Bosnian, Bulgarian, English, Croatian and Romanian). It was also adapted for Eurasia and translated into Russian. (Refer, Appendices 1A through 1G.)

Advocacy Sub-Grants to Partners

Many of the organizational partners in CEE do not receive Advocacy Sub-Grants from CEELI, while others are seeing their CEELI funding substantially reduced. The RIBA team received authorization within CEELI to review and comment on all such grant applications having an institution-building component (such as a grant that includes salaries for staff or funding for overhead expenses). This review process is critical, as it allows the RIBA to assess partner capability in project design and grant writing, and it serves as a unique incentive for partners to work with the RIBA team to improve their skills. It also allows the RIBA to introduce strategies for sustainability after the grant period.

By example, the RIBA team worked with two partners in Bosnia and Herzegovina at the critical juncture when their CEELI funding was being reduced by 40%. In order to receive this closeout funding, both partners were required to be trained in project design, fundraising and grant writing, and financial management. They were also required to find match funding from other grant sources. Within a year, both organizations fulfilled the training mandate and were also able to exceed requirements on match funding.

V. EVALUATION OF CEE RIBA TRAININGS

All formal training for partner organizations concludes with an evaluation, as this is the best learning tool for the RIBA team. Based on dozens of evaluations collected during the work plan period, the average numeric evaluation was 4.8 on a scale of 1 to 5 (with 5 being the best rank). More importantly, evaluation comments overwhelmingly favored interactive work, with substantial concrete regional examples and samples (in local language) accompanied by rigorous materials (in local language) that are predominantly definitive and prescriptive rather than strictly conceptual.

VII. LESSONS LEARNED AND RECOMMENDATIONS

The (seven) Lessons Learned cited in the Annual Report for year one (February 2000-January 2001) and the (eight) Lessons Learned cited in the Annual Report for year two (February 2001-January 2002) were taken into account during development and implementation of the Work Plan for year three (February 2002-January 2003) and are evidenced in previous sections of this Annual Report. Additional Lessons Learned during the third year of the CEE Regional Institution-Building Work Plan include:

Lesson # 1: Listening to partner organizations, respecting their existing knowledge and complex histories, and understanding organizational and personal incentives is key to the consulting relationship.

Through the work of the local Deputy Director and the local RIBA in Serbia, partnerships with client organizations have been strengthened into authentic coaching relationships. The advantage of working in local language, using references to a shared history and body of knowledge is enormous. The level of trust of and by partner organizations has created a working relationship in which many partners routinely share ideas, seek advice and provide updates on activities to the RIBA team. By dividing the region and designating a particular RIBA for each partner organization, both the RIBAs and our partners have developed a deeper sense of collaboration.

Recommendation: With the new RIBA in Serbia and the latest hire in Macedonia, the RIBA team is increasingly in a better position to share local expertise, in local languages and using culturally appropriate examples and methods. Both Director and Deputy will mentor the new RIBAs, but, to the extent possible, the Deputy (as opposed to the Director) should be involved as co-trainer in the direct work with partners in the new regions. In this way, new partner organizations will experience the advantage of local language and local context from the beginning. As the new RIBAs become more confident and more knowledgeable about

CEELI's partners, the success of the Deputy in being the focal point for partner contacts and interventions should increasingly be replicated by the two new RIBAs.

Lesson # 2: As CEELI reduces its presence in CEE, coordination with CEELI staff and integration of local in-country RIBAs into the work with partners and governmental institutions is critical to sustain momentum and relationships with these organizations.

Throughout the CEE region, CEELI is experiencing cutbacks in funding or closure of local offices. Ultimately, the rear-guard of institution-building advisors may be the only CEELI staff left in some locations. By building the local RIBA team at this juncture, CEELI can ensure the maximum knowledge transfer from rule-of-law (ROL) staff to the institution-building (IB) staff who will be charged with assisting CEELI's partners to realize a sustainable future. In this environment, the integration of CEELI ROL and IB work is increasingly essential.

Recommendation: By positioning local RIBA staff (Croatia, Serbia, Macedonia), the framework is in place to better integrate RIBA work into ongoing ROL programs. As transitions and cutbacks occur, even in the absence of ROL staff, the local RIBAs can continue to interface directly with partner organizations, thereby providing a conduit not only for RIBA services but to the wider international CEELI organization.

Lesson # 3: Tailored consulting and training, based on in-depth knowledge of partner organizations and concrete and targeted requests, produces better results than multiple topic training or artificially sequenced training on institution-building issues.

Based on external pressures or internal time constraints, some partner organizations request that RIBA training be conducted in one- or two-day workshops covering a variety of topics. Despite thorough preparation on both sides, this type of condensed training can only provide the most cursory introduction to the selected topics discussed. While it may serve to peak interest for additional more in-depth work, more often it diminishes interest, as organizations feel they have already done the needful work or find the surface treatment of topics unenlightening. Without sufficient time to delve into direct application of institution-building strategies, such cursory training is generally a waste of resources.

Recommendation: A hands-on combination of training, consulting, mentoring, coaching and advising over time through the implementation stage is optimal. Maximum RIBA impact in consultation or training has been achieved when the following elements are incorporated:

- An organization understands and articulates its unique and specific training need;
- Individuals from the organization are designated to attend the training and take responsibility for review and implementation;
- Individuals not key to the process are NOT present;
- Training is highly contoured, in local language, with translated materials;
- Methods and materials are rigorous and not over-simplified;
- Flexibility and adaptability are imbedded in training agenda;
- Training is informal and collegial, with snacks (and smoking) allowed; and
- Follow-up on implementation/application is done through multiple cycles of review, comment and revision.

Lesson # 4: Within the rubric of the CEELI Focal Areas there should be a distinct strategy to collaborate with various reform-minded, local NGOs engaged in civil society. This strategy should be given equal weight to the work with government ministries, judicial associations and other institutions within local state hierarchies.

Throughout the region, there are groups that have the distinction of being part of government, sanctioned by government, and/or the most recognized entity in their area of expertise. However, many of these entities are mired in hierarchical thinking and behavior, which prevents inclusive and democratic decision-making, and deters creative problem solving. Organizational development is also inhibited by political maneuverings and posturing. Judges associations within the region seem most prone to these deterrents, with one or two charismatic leaders providing the “driving force” and systematically limiting (or failing to promote) member participation.

Recommendation: In order to improve organizational development and overall impact, CEELI needs to proactively seek out, promote, collaborate with and help empower the existing and organic agents of change within the region and within each organization. Rather than “rounding up the usual suspects” (including other international NGOs), CEELI and the RIBA program need to reach out to an increasingly wider variety of local NGOs that serve the community in all six of CEELI’s primary Focal Areas (judicial reform, gender issues, anti-corruption/public integrity, legal profession reform, legal education reform, conflict mitigation and post-conflict transition).

Lesson # 5: Building public awareness and improving public perception and trust in the rule of law continue to be a challenge that CEELI should increasingly address.

Partnership for Social Development published the following based on findings from dozens of civic forums in five cities in Croatia:

“One of the main strategies used by lawyers today in defending organized crime and corruption cases (which are often associated) is the time limitation for instituting legal proceedings.”

Recommendation: The RIBA program should encourage and assist partners to engage in activities to build public awareness, such as public media events sponsored by a coalition of NGOs, civic roundtables or initiatives, publication of wide-audience print or media materials, or other broad-based dissemination of information on human and legal rights related to access to justice. ✓

Lesson # 6: In order to satisfy partner preferences for a *lessons learned, best practices, case studies, concrete examples* approach, the RIBA must devote additional time to preparation work before each training or intervention.

Many partner organizations do not respond well to theory-based training. Though they may find the intellectual exercise invigorating, they are seldom able to apply the theory within their own organization. Evaluations from multiple consultations and workshops indicate that partners strongly prefer actual case studies, sample documents or grant proposals for real projects, success stories, or other concrete examples. Fairly prescriptive forms, formats or instructions are also appreciated, especially those that easily lend themselves to adaptation.

Recommendation: The ability to tailor each workshop or consultation requires additional research, needs assessment, translation of materials, and time. The ability to devote sufficient time and provide in-language examples is substantially improved with the placement of two new RIBAs in Serbia and Macedonia. It is also crucial that individuals from partner organizations have an opportunity to work more in-depth through hands-on, follow-up consultation, which is far more beneficial when done in local language. In cases where it is more expedient and cost-effective, the RIBA program is also able to facilitate and sponsor intensive training for key individuals from partner organizations (e.g. sending the grant writer from Center for Peace and Legal Advice, Vukovar, to a four-day regional fundraising training in Budapest). This allows the RIBA team to concentrate more time on direct follow-up and implementation, which is critical to long-term success.

Lesson #7: Expansion of the RIBA Program has continued to create challenges in monitoring baseline and target indicators due to fluctuating data resulting from additions/deletions of partner organizations and countries covered.

New partners/countries continue to be added to the CEE RIBA work plan, while some partners/countries also continue to “graduate” or change along the way. The RIBA organizational assessment protocol and indicators (Appendix 2 and 2A), which were developed last year, substantially track the performance of each individual partner organization; however, the numeric results, when tabulated and averaged for several organizations, do not generate relevant summary data.

Recommendation: The organizational assessment indicators are a useful mechanism to maintain the integrity of the data for each individual partner. However, overall comparisons of partners or countries within topic categories or overall, must be approached with caution and full understanding of the fluctuating circumstances which skew the data.

Lesson #8: Regional programming must be part of an organic strategy to create sustainable networks between organizations engaged in similar projects and sharing similar ideals.

The advantages of networking in CEE are especially great, given the shared but challenging history throughout the greater Balkans (the main region currently covered by the CEE RIBA). Networking prevents isolation and duplication of work; but in the Balkans, it can also serve to enhance delicate relationships and create a model for peaceful cooperation. The RIBA team has “brokered” several cross-border introductions and possibilities for regional or other cross-border collaboration. For example, in March 2002, the RIBA team conducted a three-day regional workshop in Skopje to introduce *organizational development topics* to judges and lawyers from Kosovo, Macedonia, and Montenegro. A portion of the workshop was also devoted to developing ongoing *regional cooperation*. Though workshop evaluations indicated participant satisfaction, the RIBA team felt that combining both segments diminished each. Varying levels of prior experience mitigated the success of the institution-building topics and left insufficient time to facilitate or jell ongoing regional collaboration.

Recommendation: Networking and partnership development will remain a high priority for the CEE RIBA Program. This development will take many forms, including linking similar organizations working across borders through workshops, conferences, sharing of experiences and materials, site visits, or other creative partnerships. Programming for such activities will concentrate on issues relevant to the networking opportunity itself, such as

advocacy and constituency building, rather than organizational strategic planning, financial management or other topics better handled through individual work. Through discussions with partner organizations, the RIBA team has identified four areas that would be highly appropriate for additional regional work with partners:

- Mediation and Alternative Dispute Resolution (ADR):
 - Marketing and Outreach to increase Public Awareness
 - Advocacy to promote Public Policy and ADR Legislation
 - Coalition-Building to develop Joint Standards for Mediator Certification
 - Networking to link Mediators and Mediator Associations regionally

- Freedom of Access to Information Act (FOIA):
 - Media and Outreach to increase Public Awareness and Access
 - Advocacy to Promote Public Policy and Legislation to facilitate cross-border access to information (e.g. property issues for refugees and returnees)
 - Regional Networking to link FOIA Centers and NGOs handling clients who require information relevant to FOIA regulations

- Anti-Corruption and Trafficking:
 - Advocacy to promote sharing/development of Public Policy and Legislation
 - Regional Networking to link key NGOs handling cross-border clients or issues
 - Media and Outreach to increase Public Awareness
 - Coalition-Building to develop multi-lateral strategies to curtail current problems and future mutations

Aside from regional workshops or broad scale events, the RIBA team will also work to link individual agents of change within NGOs working in different regions or countries.

Lesson #9: CEELI local staff and RIBAs need to be better informed about USAID priorities and build direct relationships with local USAID missions and USAID staff.

It is vital to the RIBA program to maintain strong relationships with local USAID offices (as well as with USAID Washington D.C.). As the RIBA Director exits the region, local RIBAs will increasingly take on the role of liaison to USAID for RIBA issues. As some CEELI offices face closure (e.g., Montenegro) it will be especially important for the local RIBAs to spotlight RIBA work to local USAID mission staff.²

Recommendation: The Deputy RIBA has attended several meetings with USAID staff in Croatia and proactively maintains contact. New RIBAs in Serbia and Macedonia will be introduced to local USAID mission contacts and mentored in ways to proactively communicate with USAID staff in order to highlight the RIBA program and its achievements.

Lesson #10: Sustainability of the RIBA program

The RIBA Program is currently funded through January of 2005. As the RIBA team trains others on the need for diversified funding, including fee-for-service, in-kind and other types

² Given the closure of the CEELI Montenegro office, continued RIBA work in Montenegro is contingent upon USAID approval.

of support, similarly the Program staff are cognizant of the need to investigate possibilities for ongoing funding.

Recommendation: The Director and Deputy will collaborate with CEELI Washington to develop a united strategy and fundraising plan for future RIBA activities.

VIII. Anticipated List of Partners for 2003 (new*):

Albania

Albanian Young Lawyers' Association (AYLA)
National Judicial Conference (NJC) *

Bosnia and Herzegovina

Association of Judges in the Federation of BiH (AJF)
Association of Judges and Prosecutors in Republik Srpska (AJPRS)
Centers for Judicial and Prosecutorial Training in BiH and RS *
Cspi (Center for Freedom of Access to Information)
Mediators Association of BiH
Minor Offence Court Judges Association BiH *

Bulgaria

Bulgarian Association for ADR
Bulgarian Judges Association (BJA)
National Association of Bulgarian Prosecutors *

Croatia

Association of Croatian Judges (ACJ)
Center for Peace and Legal Advice
Iskorak
Partnership for Social Development (PSD)
Transition to Democracy (ToD)
Women Lawyers Association *

Kosovo

Judges Association of Kosovo *
Kosovo Chamber of Advocates *

Macedonia

Center for Continuing Legal Education *
European Law Students Association (ELSA) *
Macedonian Bar Association *
Macedonian Judges Association *
TEMIS (Women Lawyers) *

Serbia

Judges Association of Serbia *
Law Resource Center and Library, Nis *

Romania

Iasi Magistrates' Association (?)

Judges' Association of Brasov (?)

IX. Appendices

Appendix 1 – Regional Institution-Building Advisor Brochure of Services (English)

Appendix 1A – RIBA Brochure of Services (Albanian)

Appendix 1B – RIBA Brochure of Services (Bosnian)

Appendix 1C – RIBA Brochure of Services (Bulgarian)

Appendix 1D – RIBA Brochure of Services (Croatian)

Appendix 1E – RIBA Brochure of Services (Macedonian)

Appendix 1F – RIBA Brochure of Services (Romanian)

Appendix 1G – RIBA Brochure of Services (Serbian)

Appendix 2 – Organizational Assessment Worksheet

Appendix 2A – Organizational Assessment Grid

Appendix 3 – 2001-2002 Cumulative Indicator Performance Ratings for Partners

Appendix 4 – RIBA Data Sheet (sample)

Appendix 5 – CEELI Focal Areas

Appendix 6 – Partner Organizations by Focal Area (percentage)

Appendix 7 – **Number** of Trainings for Priority and Non-Priority Partners by Topic

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Appendix 12 – RIBA Interventions by Topic within CEELI **Focal Areas**

Appendix 13 – RIBA **Director** Time Allocation by **Country**

Appendix 14 – RIBA **Director** Time Allocation by **Activity**

Appendix 15 – RIBA **Deputy** Time Allocation by **Country**

Appendix 16 - RIBA **Deputy** Time Allocation by **Activity**

Appendix 17 – Individual Partner Organizations (Summary)



CEE Regional
Institution-Building
Advisor Program
(RIBA)

Year III Annual Report

Appendix 1 RIBA Brochure of Services

English
Albanian
Bosnian
Bulgarian
Croatian
Macedonian
Romanian
Serbian

What is Institution-Building?

Institutions are dynamic and constantly in flux. Institution-building is the art of predicting and planning for an organization's well-being and adaptation to change. Its scope reaches from mission and programs to the mundane details of timelines, systems and procedures.

Institution-building balances resources with goals, and regional perspective with day-to-day minutia.



Contacting Your Institution-Building Advisor:

Please feel free to contact us for more information or to discuss how your RIBA can contribute to the development of your organization.

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*American Bar Association
Central and Eastern European
Law Initiative*

Regional Institution-Building Advisor (RIBA) Program

The Central and Eastern European Law Initiative (CEELI) is a public service project of the American Bar Association (ABA). The project is designed to advance the rule of law by supporting the legal reform process underway in Central and Eastern Europe and the Newly Independent States of the former Soviet Union. A critical component of CEELI's effort is to provide technical assistance in institution-building in order to promote the long-term stability of partner organizations and thereby indigenize legal reform.

Institution-Building Services:

The services of the Regional Institution-Building Advisor (RIBA) are provided free-of-charge, and are available to assist organizations by providing planning and management techniques, models and materials. The RIBA may work on-site or off-site with an organization on one or more elements within the framework of organizational assessment, intervention, or evaluation. Sensitive issues discussed at such meetings or consultations may be kept confidential, at the organization's option, with only final outcomes or decisions being recorded. The RIBA may also be used as a neutral facilitator for internal meetings and sessions aimed at planning future activities or solving institutional problems. The following list of topics describes the central services available from the Regional Institution-Building Advisor.

Institution-Building Topics:

Organizational Assessment

- identification and analysis of factors inhibiting organizational development
- recommendation of appropriate remedies and interventions

Strategic Analysis and Planning

- developing and articulating a clear mission
- analysis of internal and external factors, opportunities and obstacles
- setting goals and objectives
- development of detailed strategies
- financial, human resource, and systems planning
- managing change

Governance

- structure and statutes
- role of governing body versus management
- leadership and decision-making
- effective use of committees and working groups

Project Design and Implementation

- needs assessment
- developing a project from concept to realization
- detailed action planning and budgeting
- project management

Financial Planning and Management

- developing and monitoring organizational budgets
- designing financial procedures and reports
- financial transparency
- diversifying sources and types of funding
- financial independence and sustainability

Human Resource Management

- recruiting and motivating staff and volunteers
- fair labor practice, policies and procedures
- team development and work coordination
- ongoing development of staff/volunteer skills and capacities

Operational and Systems Management

- effective internal and external communications and information exchange
- maximizing use of facilities and resources
- using technology, software and hardware systems
- time management

Fundraising

- identifying appropriate funders
- proposal design and budgeting
- developing/maintaining relations with funders
- unlocking community resources (financial, in-kind, and volunteerism)
- developing self-financing services

Media, Public Relations and Marketing

- techniques for getting publicity and working with the media
- managing public perception through media
- role of public spokesperson
- marketing services, publications and programs

Advocacy and Constituency-Building

- cooperation between government, public and private sectors
- networking with peer organizations
- building a coalition
- promoting organizational membership and membership services
- generating community support

Monitoring and Evaluation Techniques

- why, what and when to evaluate
- monitoring and evaluation techniques (quantitative and qualitative)
- self-evaluation versus external evaluation
- disseminating the results of evaluation
- learning from evaluation

Training-for-Trainers

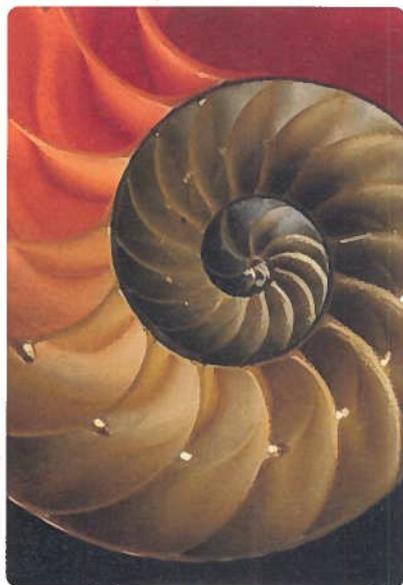
- design, implementation and evaluation of training
- interactive approaches and techniques
- use of multi-media in training

Methods and Approaches:

- Training, seminars and workshops
- Facilitation of meetings and/or planning sessions
- Tailored individual or group work or consultations
- Provision of materials and practical examples
- Promoting networking among ABA CEELI partners

Çfarë është Ndërtimi-i Institucionit?

Institucionet janë dinamike dhe vazhdimisht në ndryshim. Ndërtimi i institucioneve është arti i parashikimit dhe planifikimit për mirëqenien e një organizate dhe përshtatjen ndaj ndryshimeve. Qëllimi i tij arrihet nga misionet dhe programet deri tek detajet e afateve kohorë, sistemeve dhe procedurave. Procesi i ndërtimit të Institucioneve balancon burimet me qëllimet, dhe perspektivën rajonale me zhvillimet e përditshme.



Kontakttoni Këshilltarin Tuaj të Ndërtimit të Institucioneve:

Ju lutemi kontaktoni me ne për më tepër informacion ose për të diskutuar sesi RIBA mund të sigurojë ndihmë për ndërtimin e institucioneve për ju ose për partnerët tuaj. Ne jemi të gatshëm t'ju shërbejmë në numrat e mëposhtëm të kontaktit:

Programi RIBA për Vendet e Europës Qendrore dhe Lindore

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International Development



**Organizata e Juristëve Amerikanë
Iniciativa Ligjore për Vendet e
Europës Lindore dhe Qëndrore**

Programi Këshillimor Rajonal për Ndërtimin e Institucioneve (Programi RIBA)

Iniciativa Ligjore për Vendet e Europës Lindore dhe Qëndrore (CEELI) është një projekt i shërbimeve publike i Organizatës së Juristëve Amerikanë (ABA). Ky projekt është ndërmarrë për të forcuar shtetin e së drejtës përmes mbështetjes së procesit të reformave ligjore në vazhdim në Vendet e Europës Qëndrore dhe Lindore dhe Shtetet e Reja të Pavarura të Ish-Bashkimit Sovjetik. Një pikë kritike e përpjekjes së CEELI-it është sigurimi i ndihmës teknike që të rrisë qëndrueshmërinë afatgjatë të organizatave dhe t'i japë reformës ligjore një karakter vendor.

Shërbimet për Ndërtimin e Institucioneve

Shërbimet e Këshilltarit Rajonal për Ndërtimin e Institucioneve (RIBA) janë falas, dhe mund të ndihmojnë organizatat duke ju ofruar teknika planifikuese dhe menaxhuese, modele dhe materiale. RIBA mund të punojë në terren ose jo me një organizatë në disa ose më shumë elementë në kuadrin e vlerësimit organizativ, ndërhyrjes, ose vlerësimit. Çështje të ndjeshme që diskutohen në takime ose konsultime të tilla mund të ruhen si konfidenciale, sipas dëshirës së organizatës dhe vetëm përfundimet dhe vendimet e marra mund të bëhen publike. RIBA mund të përdoret gjithashtu si ndihmës neutral në takimet e sesionet e brendshme lidhur me zgjidhjen e problemeve institucionale ose planifikimin e aktiviteteve në të ardhmen. Lista e mëposhtme e çështjeve përshkruan shërbimet qëndrore që mund të ofrojë Këshilltari për Ndërtimin e Institucioneve.

Tema Të Ndërtim-Institucioni

Vlerësimi organizativ

- identifikimi dhe analizimi i faktorëve pengues për zhvillimin organizativ
- rekomandimi i mjeteve dhe ndërhyrjeve të përshtatshme

Planifikim dhe Analiza Strategjike

- Zhvillimi dhe artikullimi i një misioni të qartë
- analiza e faktorëve të brendshëm dhe të jashtëm, mundësive dhe pengesave
- përcaktimi i synimeve dhe objektivave
- zhvillimi i strategjive të detajuara
- planifikimi i sistemeve financiare dhe njerëzore
- ndryshim menaxhimi

Qeverisja

- struktura dhe statutet
- roli i organit drejtues ndaj menaxhimit
- udhëheqja dhe marrja e vendimeve
- përdorimi efektiv i komiteteve dhe grupeve të punës

Projektimi dhe Zbatimi

- vlerësimi i nevojave
- zhvillimi i një projekti nga koncepti në realizim
- planifikim i detajuar veprimi dhe buxheti
- menaxhimi i projektit

Menaxhimi dhe Planifikimi Financiar

- zhvillimi dhe monitorizimi i buxhetit organizativ
- hartimi i procedurave dhe raporteve financiare
- transparencja financiare
- shumllojshmëria e burimeve dhe llojet e financimit
- pavarësia financiare dhe qëndrueshmëria

Menaxhimi i Burimeve Njerëzore

- rekrutimi dhe motivimi i stafit dhe vullnetarëve
- praktika e ndershme në punë, politikat, procedurat
- zhvillimi i skuadrës dhe kordinimi i punës
- trajnimi i vazhdueshëm i stafit/aftësitë dhe kapacitetet vullnetare

Menaxhimi i Veprimtarisë dhe Sistemeve

- komunikim efektiv i brendshëm dhe i jashtëm dhe shkëmbim informacioni
- përdorimi maksimal i ambienteve dhe burimeve
- përdorimi i teknologjisë, sistemeve software dhe hardware
- menaxhimi i kohës

Sigurimi i Fondeve

- identifikimi i financuesve të përshtatshëm
- hartimi i projekt-buxhetit
- zhvillimi/ruajtja e marrëdhënies me financuesit
- çelja e burimeve të komunitetit (të llojit financiar dhe vullnetar)
- zhvillimi i shërbimeve vetë-financuese

Media, Marrëdhëniet me Publikun dhe Marketingu

- teknikat për publicitetet dhe bashkëpunimi me median
- menaxhimi i perceptimit publik përmes medias
- roli i zëdhënësit për publikun
- botimet dhe programet dhe marketingu i shërbimeve

Ndërtimi i Grupeve mbrojtëse dhe mbështetëse

- bashkëpunimi me qeverinë, sektorët publikë dhe privatë
- bashkëpunimi me organizatat analoge
- ndërtimi i një koalicioni
- nxitjen për anëtarësi në organizatë dhe shërbimet e anëtarëve
- krijimi i mbështetjes në komunitet

Monitorimi dhe Vlerësimi i Teknikave

- pse, çfarë dhe kur të vlerësojmë
- monitorimi dhe vlerësimi i teknikave (sasiore dhe cilësore)
- vetë-vlerësimi kundrejt vlerësimit të jashtëm
- përhapja e rezultateve të vlerësimit
- të mësosh nga vlerësimi

Trajnim për Trajnierët

- projektimi, zbatimi dhe vlerësimi i trajnimit
- teknikat dhe metodat ndërvepruese
- përdorimi i multi-medias në trajnim

Metoda dhe përjasje:

- Trajnime dhe seminare
- Lehtësimi i takimeve dhe/ose sesioneve planifikues
- Konsultime individuale ose të një grupi pune
- Sigurimi i materialeve dhe shembujve praktikë
- Inkurajimi i punës në rrjet mes partnerëve të ABA CEELI-it

Šta je organizacijski razvoj?

Organizacije su dinamične i stalno se mijenjaju. Organizacijski razvoj je umjetnost predviđanja i planiranja za dobrobit organizacije i njeno prilagođavanje promjenama.

Djelokrug organizacijskog razvoja obuhvata sve od misije i programa organizacije do rutinskih detalja kao što su rokovi, sistemi i procedure.

Organizacijski razvoj usklađuje resurse sa ciljevima, i regionalnu perspektivu sa svakodnevnim potrebama.



Kontaktirajte vašeg savjetnika za organizacijski razvoj:

Molimo vas da nas kontaktirate ukoliko želite više informacija ili želite da saznate na koji način vam vaš regionalni savjetnik za organizacijski razvoj može pomoći.

Mi smo vam na usluzi na slijedećim brojevima:

Program organizacijskog razvoja u Srednjoj i Istočnoj Evropi (SIE)

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Lisa S. Hammond, MBA
Direktor

Program organizacijskog razvoja u SIE
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Bojana Bonny Bošnjak
Zamjenik Direktora

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**Američko udruženje pravnika
Pravna inicijativa za Srednju i
Istočnu Evropu**

Program Regionalnog savjetnika za organizacijski razvoj

Pravna inicijativa za Srednju i Istočnu Evropu (CEELI) je projekat Američkog udruženja pravnika (ABA) čiji je cilj unaprijeđenje vladavine prava pružanjem podrške tekućem procesu pravne reforme u zemljama Srednje i Istočne Evrope i novim nezavisnim državama bivšeg Sovjetskog Saveza. Ključna komponenta CEELI-jevih nastojanja je pružanje tehničke pomoći u organizacijskom razvoju za unaprijeđivanje dugoročne stabilnosti partnerskih organizacija i osnaživanje lokalnog stanovništva u provođenju pravne reforme.

Usluge organizacijskog razvoja:

Usluge Regionalnog Savjetnika za organizacijski razvoj su besplatne i na raspolaganju organizacijama kojima mogu pomoći obezbjeđivanjem tehnika planiranja i rukovođenja, modela i materijala. Savjetnik može raditi sa pojedinim organizacijama na terenu ili drugdje na jednom ili više elemenata u okviru organizacijske procjene, intervencije ili evaluacije. Osjetljiva pitanja o kojima se razgovara na takvim sastancima ili konsultacijama mogu, ovisno o odluci organizacije, ostati povjerljiva, nakon čega bi samo konačni ishodi ili odluke bili dostupni javnosti. Savjetnik za organizacijski razvoj, također, može djelovati i kao neutralni moderator na internim sastancima ili sjednicama čiji je cilj planiranje budućih aktivnosti ili rješavanje organizacijskih problema. Slijedeći popis tema prikazuje osnovne usluge Regionalnog savjetnika za organizacijski razvoj.

Teme organizacijskog razvoja:

Organizacijska procjena

- prepoznavanje i analiza faktora koji sprječavaju organizacijski razvoj
- preporuke odgovarajućih rješenja i intervencija

Strateška analiza i planiranje

- razvijanje i definisanje jasne misije organizacije
- analiza unutrašnjih i vanjskih faktora, mogućnosti i prepreka
- postavljanje kratkoročnih i dugoročnih ciljeva
- razvoj detaljnih strategija
- finansijsko, kadrovsko i sistemsko planiranje
- prilagodavanje promjenama

Upravljanje

- strukture i statuti
- uloga upravljačkih oragana nasuprot menadžmentu
- vođenje i donošenje odluka
- efikasna upotreba komisija i radnih grupa

Osmišljavanje i implementacija projekata

- procjena potreba
- razvoj projekta od koncepta do realizacije
- detaljno planiranje akcije i budžeta
- vođenje projekta

Finansijsko planiranje i menadžment

- razvijanje i nadgledanje budžeta organizacije
- osmišljavanje finansijskih procedura i izvještaja
- transparentnost finansija
- raznovrsnost izvora i vrsta finansiranja
- finansijska neovisnost i održivost

Raspolaganje i rukovođenje kadrovima

- zapošljavanje i motivisanje osoblja i volontera
- pravedna radna praksa, politike i procedure
- razvoj timskog rada i koordinacija posla
- stalno razvijanje vještina i sposobnosti osoblja/volontera

Operativno i sistemsko upravljanje

- učinkovita unutrašnja i vanjska komunikacija i razmjena informacija
- maksimalna upotreba opreme i resursa
- upotreba tehnologije, softverskih i hardverskih sistema
- planiranje vremena

Prikupljanje sredstava

- pronalazjenje odgovarajućih izvora financiranja
- nacrt prijedloga i planiranje budžeta
- razvijanje / održavanje odnosa sa finansijerima
- utvrđivanje resursa zajednice (finansijskih, u naturi i volontiranja)
- razvijanje samofinanciranja

Mediji, odnosi s javnošću i marketing

- metode za dobijanje publiciteta i rad sa medijima
- oblikovanje javnog mnijenja putem medija
- uloga glasnogovornika
- marketing usluga, publikacija i programa

Zagovaranje i izgradnja podrške

- saradnja vladinog, javnog i privatnog sektora
- povezivanje sa srodnim organizacijama
- stvaranje koalicije
- unaprijeđivanje članstva u organizaciji i usluga na raspolaganju
- razvijanje podrške u zajednici

Nadgledanje i tehnike evaluacije

- zašto, šta i kada ocjenjivati
- nadgledanja i tehnike ocjenjivanja (kvantitativne i kvalitativne)
- samoocjenjivanje nasuprot ocjenjivanja izvana
- objavljivanje rezultata ocjenjivanja
- učenje kroz ocjenjivanje

Obuka za trenere

- plan, implementacija i ocjena obuke
- interaktivni pristupi i tehnike
- upotreba multimedija u obučavanju

Metode i pristupi:

- Obuka, seminari i radionice
- Pomoć na sastancima i/ili planiranje sesija
- Namjenski individualni ili grupni rad ili konsultacije
- Nabavljanje materijala i praktičnih primjera
- Pospješivanje povezivanja ABA CEELI-jevih partnera

Какво представлява институционалното укрепване?

Институциите са динамични и постоянно са подложени на промени. Институционалното укрепване е изкуството да се предвижда и извършва подготовка за благосъстоянието и приспособяването на организацията към настъпващите промени. Обхватът му минава през целите и програмите, за да стигне до рутинните подробности относно графика, системите и процедурите. Институционалното укрепване постига баланс между наличните ресурси и належащите цели, както и между регионалното виждане и ежедневните малки подробности.



Контактуване с вашия съветник по Въпросите на институционалното укрепване

Чувствайте се свободни да се свързвате с нас за повече информация или за да обсъдим как вашият съветник може да предостави на вас и вашите партньори услуги, свързани с институционалното укрепване. Това са нашите координати, към които може да прибегнете, за да ви услужим:

Програма RIBA за Централна и Източна Европа (ЦИЕ)

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(Лиса С. Хаммонд, MBA)

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Американска асоциация на
юристите Правна инициатива за
Централна и Източна Европа

Програма на регионалните съветници по въпросите на институционалното укрепване (Програма RIBA)

Правната инициатива за Централна и Източна Европа (CEELI) е общественополезен проект на Американската асоциация на юристите (ABA). Проектът е предназначен да ускори укрепването на правовата държава, като подкрепя процесите на правната реформа, които се развиват в Централна и Източна Европа и новите независими държави от бившия Съветски съюз.

Важна част от усилията на CEELI е да се оказва техническа помощ във връзка с укрепването на институциите, за да се допринесе за дългосрочната стабилност на партниращите организации и приспособяването на правната реформа към местните условия.

Услуги, свързани с институционалното укрепване

Услугите на RIBA (Regional Institution-Building Advisor - регионален съветник по въпросите на институционалното укрепване) се предоставят безплатно с цел да се окаже помощ на организации, като се снабдят със способности, модели и материали за планиране и управление. RIBA може да работи на място или отдалече с някоя организация по една или няколко точки в рамките на оценката, намесата или анализа на организацията.

По искане на организацията поверителните въпроси, които се обсъждат на такива срещи или консултации, могат да останат поверителни, като се записват само крайните резултати или решения. RIBA може също така да играе ролята на неутрален посредник по време на вътрешните срещи и сесии, насочени към планирането на бъдещи дейности или разрешаването на институционални проблеми. Следният списък описва централизираните услуги, които RIBA предоставя.

Теми на институционалното укрепване:

Оценка на организацията

- набелязване и анализ на факторите, спъващи развитието на организацията
- препоръки за оздравителни мерки и намеси

Стратегически анализ и планиране

- разработване и определяне на ясна мисия
- анализ на вътрешните и външните фактори, възможности и пречки
- набелязване на намерения и цели
- разработване на подробни стратегии
- финансово, човешко и системно планиране
- овладяване на промените

Управление

- структура и устав
- роля на управителното тяло в сравнение с тази на изпълнителното тяло
- ръководство и вземане на решенията
- ефективно използване на комитетите и работните групи

Разработване и изпълнение на проект

- нуждае се от оценка
- разработване на проекта от етапа на идеята до осъществяването му
- подробно планиране и финансово подсигуриране на дейностите
- управление на проекта

Финансово планиране и управление

- разработване и контрол на бюджетите на организацията
- изработване на финансови процедури и доклади
- финансова прозрачност
- разнообразяване на източниците на финансиране и видовете финансиране
- финансова независимост и устойчивост

Управление на човешките ресурси

- набирание и мотивиране на служителите и доброволците
- справедлива трудова политика, практика и процедури
- развитие на екипността и координация на работата
- продължаващо подобряване на уменията и знанията на служителите/доброволците

Оперативно и системно управление

- ефективно вътрешно и външно общуване и обмяна на информация
- оптимално използване на улесненията и ресурсите
- използване на технологични, хардуерни и софтуерни системи
- разпределение на времето

Набирание на финансови средства

- набелязване на подходящи спомоществатели
- изработване на предложения и посочване на средствата, необходими за реализирането им
- развитие/поддържане на отношенията със спомоществателите
- осигуряване на общностни средства (финансови, в натура и работа на доброволчески начала)
- развитие на самофинансиращи се услуги

Медии, връзки с обществеността и маркетинг

- способности за привличане на общественото внимание и работа с медиите
- работа върху възприемането от страна на обществото чрез медиите
- роля на публичния говорител
- маркетингови услуги, публикации и програми

Лобиране и формиране на групи от поддръжници

- сътрудничество между властта, публичния и частния сектор
- създаване на постоянни контакти с организации от същия сектор
- насърчаване на членството в организацията и предоставянето на услуги, свързани с членството
- генериране на подкрепа сред общността

Способи за контрол и анализ

- защо, какво и кога да се анализира
- способности за контрол и анализ (качествени и количествени)
- самоанализ срещу външен анализ
- разпространяване на резултатите от анализа
- придобиване на нови знания в резултат на анализа

Обучение за обучаващите

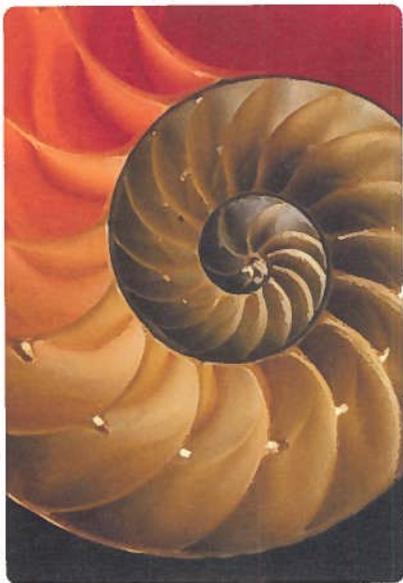
- разработване, осъществяване и анализ на обучението
- интерактивни подходи и способности
- използване на мултимедийни средства за целите на обучението

Методи и подходи:

- Обучение и семинари
- Улесняване на провеждането на срещи и/или сесии по планиране
- Специално приспособена индивидуална или групово работа или консултации
- Предоставяне на материали и практически примери
- Насърчаване на създаването на постоянни контакти между партньорите на ABA CELLI

Što je organizacijski razvoj?

Organizacije su dinamične i u stalnom previranju. Organizacijski razvoj je umjetnost predviđanja i planiranja za dobrobit organizacije i njenu prilagodbu promjenama. Raspon organizacijskog razvoja seže od misije i programa organizacije do rutinskih detalja kao što su rokovi, sustavi i procedure. Organizacijski razvoj usklađuje resurse s ciljevima, i regionalnu perspektivu sa svakodnevnim potrebama.



Obratite se savjetniku za organizacijski razvoj:

Za više informacija ili razgovor o načinu na koji Regionalni savjetnik može pomoći razvoju vaše organizacije, obratite se na sljedeće brojeve:

Program organizacijskog razvoja u Srednjoj i Istočnoj Europi (SIE)

ABA CEELI

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10 000 Zagreb, Hrvatska
telefon: (385-1) 481-3773
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USAID



*Američka odvjetnička komora
Pravna inicijativa za Srednju i
Istočnu Europu*

Program Regionalnog savjetnika za organizacijski razvoj

Pravna inicijativa za Srednju i Istočnu Europu (CEELI) je projekt Američke odvjetničke komore (ABA) namijenjen promicanju vladavine prava kroz podršku tekućim procesima reformi pravnih sustava u zemljama Srednje i Istočne Europe i novim nezavisnim državama bivšeg Sovjetskog Saveza.

Ključna komponenta ovog nastojanja je osiguravanje tehničke podrške u institucionalnom razvoju, s ciljem promicanja dugoročne stabilnosti organizacija partnera i osnaživanja lokalnog stanovništva u provođenju reformi.

Usluge organizacijskog razvoja:

Usluge regionalnog savjetnika za organizacijski razvoj dostupne su besplatno, kao podrška organizacijama, kroz upoznavanje s tehnikama, modelima, i materijalima za planiranje i menadžment. Regionalni savjetnik može raditi s pojedinim organizacijama "na terenu" ili drugdje, na jednom ili više elemenata u okviru organizacijske procjene, intervencije ili evaluacije. Osjetljiva pitanja razmatrana na takvim sastancima ili konzultacijama mogu, po izboru organizacije, ostati povjerljiva, a samo konačni rezultati ili odluke dostupni na uvid javnosti. Savjetnik također može djelovati i kao neutralni moderator na internim sastancima ili sjednicama namijenjenim planiranju budućih aktivnosti ili rješavanju organizacijskih problema. Sljedeći popis tema prikazuje osnovne usluge Regionalnog savjetnika za organizacijski razvoj.

Teme organizacijskog razvoja:

Organizacijska procjena

- prepoznavanje i analiza ograničavajućih čimbenika organizacijskog razvoja
- preporuke odgovarajućih rješenja i zahvata

Strateška analiza i planiranje

- razvijanje i artikuliranje jasne misije organizacije
- analiza unutrašnjih i vanjskih čimbenika, mogućnosti i prepreka
- određivanje kratkoročnih i dugoročnih ciljeva
- razvoj detaljne strategije
- financijsko, kadrovsko i sistemsko planiranje
- prilagođavanje promjenama

Upravljanje

- strukture, statuti i pravilnici
- uloga upravljačkog tijela nasuprot menadžmentu
- vođenje i donošenje odluka
- učinkovito korištenje odbora i radnih grupa

Kreiranje i provođenje projekata

- procjena potreba
- razvoj projekta od koncepta do provedbe
- detaljno planiranje aktivnosti i proračuna
- vođenje projekta

Financijsko planiranje i menadžment

- razvijanje i praćenje proračuna organizacije
- osmišljavanje financijskih procedura i izvještaja
- transparentnost financija
- raznolikost izvora i vrsta financiranja
- financijska neovisnost i održivost

Raspolaganje ljudskim resursima

- regrutiranje i motiviranje osoblja i volontera
- pravedna praksa, politika i procedure rada
- razvijanje timova i koordinacija rada
- razvoj vještina i sposobnosti osoblja i volontera

Operacionalni i sistemski menadžment

- učinkovita unutrašnja i vanjska komunikacija i razmjena informacija
- maksimaliziranje korištenja opreme i resursa
- korištenje tehnologije, softverskih i hardverskih sistema
- raspolaganje vremenom

Prikupljanje sredstava

- prepoznavanje odgovarajućih izvora financiranja
- oblikovanje prijedloga i proračuna
- razvijanje / održavanje odnosa s financijerima
- oslobađanje društvenih resursa (financijskih, u naturi, volontiranja)
- razvijanje samofinanciranja

Mediji, odnosi s javnošću i marketing

- tehnike za stjecanje publiciteta i rad s medijima
- oblikovanje javnog mišljenja kroz medije
- uloga glasnogovornika
- marketing usluga, publikacija i programa

Zagovaranje i izgradnja podrške

- suradnja vladinog, javnog i privatnog sektora
- povezivanje sa srodnim organizacijama
- stvaranje koalicije
- promicanje članstva u organizaciji i raspoloživih usluga
- generiranje društvene podrške

Monitoring i evaluacijske tehnike

- zašto, što i kada evaluirati
- monitoring i evaluacijske tehnike (kvantitativne i kvalitativne)
- samoevaluacija nasuprot evaluaciji izvana
- obznanjivanje rezultata evaluacije
- učenje kroz evaluaciju

Trening za trenere

- oblikovanje, provođenje i evaluacija treninga
- interaktivni pristupi i tehnike
- korištenje multimedije u treningu

Metode i pristupi:

- Treninzi, seminari i radionice
- Podrška na sastancima ili prilikom planiranja
- Prilagođen individualni ili grupni rad ili konzultacije
- Osiguravanje materijala i praktičnih primjera
- Promicanje povezivanja među ABA CEELI partnerima

Што е градење на институции?

Институциите се динамични и постојано се менуваат. Градењето институции е уметност на предвидување и планирање за добросостојбата на организацијата и адаптирањето на промени. Размерите се протегаат од мисии и програми, до рутински детали во роковите, системите и процедурите. Тоа ги балансира ресурсите и целите, регионалните перспективи и секојдневните работи.



Контакт со Вашиот Советник за градење институции:

Слободно контактирајте не за повеќе информации или за да продискутирате како Вашиот регионален советник може да придонесе за развојот на Вашата организација.

ЦЕЕ РИБА Програм

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*Американска адвокатска
асоцијација
Централно европска и
евроазиска правна иницијатива*

Програма за Регионален советник за развој на институции (РИБА)

Централно европската и евроазиската правна иницијатива (ЦЕЕЛИ) е јавен сервисен проект на Американската адвокатска асоцијација (АБА). Проектот има за цел да го унапреди владеењето на правото преку поддршка на правната реформа која се спроведува во Централна и Источна Европа и новите независни држави од поранешниот Советски Сојуз. Клучна компонента кај ЦЕЕЛИ е да се обезбеди техничка помош во развојот на институциите, со цел да се унапреди долгорочната стабилност на организациите-партнери, а со тоа да се поттикне и правната реформа.

Услуги за развој на институции

Услугите на Регионалниот советник за развој на институции (РИБА) се бесплатни, и Ви се на располагање преку обезбедување на планирачки и раководни техники, модели и материјали. РИБА може да работи и на лице место на еден или повеќе елементи во рамки на процената, интервенцијата или евалуацијата на организацијата. Прашањата кои се дискутираат може да се чуваат во доверливост, по избор на организацијата, а само крајните резултати и одлуки да бидат забележани. РИБА може да биде и неутрален фацилитатор за внатрешни состаноци и сесии за планирање на идни активности или решавање на институционални проблеми. Следнава листа на теми ги опишува централните услуги на Регионалниот советник за развој на институции.

Теми при развој на институции:

Оценување на организации

- идентификација и анализа на влијанијата врз развитокот на организацијата
- препорака за соодветна помош и интервенции

Стратешко анализирање и планирање

- развој и артикулација на јасна мисија
- анализа на внатрешни и надворешни фактори, можности и пречки
- поставување кратки и долгорочни цели
- развој на детални стратегии
- планирање на финансиски, системски и човечки ресурси
- прилагодување на промени

Раководење

- структура и статут
- улога на раководечкото тело и менаџментот
- лидерство и донесување одлуки
- ефективна употреба на комисији и работни групи

Дизајн и имплементација на проект

- проценка на потреби
- развој на проект од концепт до реализација
- детално планирање и буџетирање
- проект менаџмент

Финансиско планирање и менаџмент

- развој и мониторинг на буџетите
- дизајн на финансиски процедури/извештаи
- финансиска транспарентност
- проширување на изворите на финансирање
- финансиска независност и одржливост

Менаџмент со човечки ресурси

- запослување и мотивирање на персонал и волонтери
- правична распределба на работа, полиси и процедури
- развој на тим и работна координација
- постојан развој на вештините и капацитетите на персоналот/волонтерите

Операционален и системски менаџмент

- ефективни внатрешни и надворешни комуникации и размена на информации
- максимализација на употребата на средства и ресурси
- употреба на технологија, софтвер и хардвер
- менаџмент на време

Прибирање на средства (фундраисинг)

- препознавање соодветни донатори
- дизајн на предлог и буџет
- развој/одржување на односи со донатори
- поттикнување на средства од заедниците (финансиски, волонтерски)
- развој на самофинансирачки услуги

Медиуми, односи со јавноста и маркетинг

- техники за стекнување публицитет и работа со медиумите
- медиумски менаџмент на јавна перцепција
- улогата на портпаролот
- маркетинг услуги, публикации и програми

Поддршка и развој на членството

- соработка меѓу владата, јавниот и приватниот сектор
- поврзување со слични организации
- градење коалиција
- унапредување на членството и услугите за членовите
- креирање на поддршка од заедницата

Техники на набљудување и евалуација

- зошто, што и кога да се евалуира
- техники на набљудување и евалуација (квантитативни и квалитативни)
- самопроценување наспроти надворешно проценување
- објавување на резултатите од евалуацијата
- учење од евалуацијата

Тренинг за тренери

- дизајн, имплементација и проценка на обука
- интерактивни пристапи и техники
- употреба на мулти-медиа во обуките

МЕТОДИ и ПРИСТАПИ:

- Обука, семинари и работилници
- Фасилитација на состаноци и/или сесии за планирање
- Приспособена индивидуална или групна работа или консултации
- Посочување на материјали и практични примери
- Промовирање на мрежно поврзување помеѓу партнерите на АБА ЦЕЕЛИ

Ce este consolidarea instituțională?

Instituțiile sunt dinamice și în permanentă schimbare. Consolidarea instituțională este arta de a anticipa și planifica bunăstarea unei organizații și adaptarea sa la schimbări. Aceasta se extinde de la misiunea și programele organizației până la detaliile legate de planificare, sisteme și proceduri. Consolidarea instituțională creează un echilibru între resurse și scopuri, precum și între perspectivele regionale și problemele curente.



Informații de contact:

Vă rugăm să nu ezitați să luați legătura cu noi pentru informații suplimentare sau pentru a discuta modalitatea în care Programul RIBA din țara dumneavoastră poate oferi servicii de consolidare instituțională atât organizației cât și partenerilor dumneavoastră. Vă stăm la dispoziție la următoarele adrese și numere de telefon:

Programul RIBA pentru Europa Centrală și de Est

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Inițiativa Juridică pentru
Europa Centrală și de Est*

Regional Institution-Building Advisor (RIBA) Program

Inițiativa Juridică pentru Europa Centrală și de Est (CEELI) este un serviciu oferit de un proiect public al Asociației Baroului American (ABA). Proiectul este conceput pentru a promova statul de drept, prin susținerea procesului de reformă juridică în desfășurare în Europa Centrală și de Est și în Comunitatea Statelor Independente ale fostei Uniuni Sovietice. O componentă esențială a eforturilor depuse de CEELI este aceea de a oferi asistență tehnică în consolidarea instituțională, pentru a promova stabilitatea pe termen lung a organizațiilor partenere și de a cataliza eforturile locale de a implementa reforma de drept.

Servicii de consolidare instituțională:

Serviciile furnizate de consultantul regional în probleme de consolidare instituțională (RIBA) sunt gratuite și sunt oferite pentru a sprijini organizațiile, punându-le la dispoziție tehnici de planificare și management, modele și materiale. RIBA poate lucra cu o organizație atât prin internet cât și direct asupra unuia sau mai multor elemente de apreciere a organizației, intervenție sau evaluare. Subiectele delicate discutate în cadrul acestor întâlniri sau consultații pot beneficia de confidențialitate, dacă organizația consideră astfel, fiind înregistrate oficial doar rezultatele sau deciziile finale. Consultantul RIBA poate fi de asemenea utilizat în calitate de moderator neutru în întâlnirile sau sesiunile interne dedicate planificării activităților viitoare sau rezolvării problemelor instituționale. Lista tematică de mai jos prezintă principalele servicii oferite de consultantul regional RIBA.

Domenii privind consolidarea instituțională:

Aprecierea organizației

- identificarea și analizarea factorilor ce împiedică dezvoltarea instituțională
- recomandarea remediilor și intervențiilor adecvate

Analiza și planificarea strategică

- elaborarea și formularea unei misiuni clare, coerente
- analiza factorilor interni și externi, a oportunităților și obstacolelor
- stabilirea scopurilor și obiectivelor
elaborarea strategiilor în detaliu
- planificarea financiară, a resurselor umane și a sistemelor
- schimbarea administrării

Guvernarea

- structura și statutele
- rolul corpului de guvernare în comparație cu administrația
- guvernarea și luarea deciziilor
- utilizarea eficientă a comitetelor și a grupurilor de lucru

Elaborarea și implementarea proiectelor

- evaluarea necesităților
- elaborarea unui proiect de la concept până la realizarea sa
- planificarea activităților și pregătirea bugetului în detaliu
- administrarea proiectelor

Planificarea financiară și administrarea

- întocmirea și monitorizarea bugetelor organizației
- elaborarea de proceduri și rapoarte financiare
- transparența financiară
- diversificarea surselor și tipurilor de finanțare
- independența financiară și viabilitatea

Administrarea resurselor umane

- recrutarea și motivarea personalului și a voluntarilor
- practica, politicile și procedurile privind munca echitabilă
- formarea echipelor și coordonarea activității
- perfecționarea continuă a abilităților și capacităților personalului / voluntarilor

Administrarea operațională și a sistemelor

- comunicarea internă și externă și schimburile eficiente de informații
- utilizarea la maxim a facilităților și resurselor
- utilizarea tehnologiei, a sistemelor de software și hardware
- administrarea timpului de lucru

Colectarea de fonduri

- identificarea finanțatorilor adecvați
- elaborarea propunerilor de finanțare și a bugetelor
- dezvoltarea / menținerea relațiilor cu finanțatorii
- deblocarea resurselor comunitare (financiare, de servicii și voluntariat)
- dezvoltarea serviciilor de autofinanțare

Relațiile cu publicul, cu mijloacele de informare în masă și marketing - ul

- tehnici pentru a obține publicitate și a lucra cu mijloacele de informare în masă
- monitorizarea percepției publicului prin intermediul mijloacelor de informare în masă
- rolul purtătorilor de cuvânt
- serviciile, publicațiile și programele de marketing

Dezvoltarea propagandei și clientelei

- cooperarea dintre guvern, sectorul public și cel privat
- crearea de rețele cu alte organizații similare constituirea unei coaliții
- promovarea serviciilor oferite de organizație membrilor și celor oferite organizației de către membri
- generarea și stimularea sprijinului comunității

Tehnici de monitorizare și evaluare

- de ce, ce și când se evaluează
- tehnici de monitorizare și evaluare (cantitativă și calitativă)
- autoevaluarea comparativ cu evaluarea externă
- lecțiile învățate din evaluare

Formarea formatorilor

- elaborarea, implementarea și evaluarea unui curs de formare
- abordările și tehnicile interactive
- utilizarea a multiple mijloace de informare în masă în cadrul formării

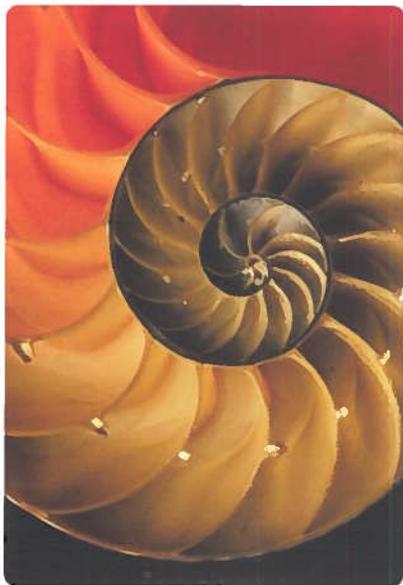
Metode și modalități de abordare

- sesiuni de formare, seminare și ateliere
- facilitarea întâlnirilor și / sau ședințelor de planificare
- activități sau consultații individuale sau lucru pe grupe
- furnizarea de materiale și exemple practice
- promovarea comunicării prin intermediul unei rețele între partenerii ABA CEELI

Šta je razvoj organizacije?

Organizacije su dinamične i u stalnoj promeni. Razvoj organizacije je umetnost predviđanja i planiranja za dobrobit organizacije i njeno prilagođavanje promenama.

Oblasti razvoja organizacije obuhvataju sve od misije i programa organizacije do rutinskih detalja kao što su rokovi, sistematizacije i procedure. Program razvoja organizacija usklađuje resurse sa ciljevima i regionalnu perspektivu sa svakodnevnim potrebama organizacije.



Kontaktirajte vašeg savetnika za razvoj organizacija:

Za više informacija ili razgovor o načinu na koji Regionalni savetnik može pomoći razvoju vaše organizacije, slobodno nas kontaktirajte na sledeće brojeve

Program Regionalnog savetnika za razvoj organizacija u Srednjoj i Istočnoj Evropi (SIE)

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Američko udruženje pravnika
Pravna inicijativa za
Srednju Evropu i Evroaziju

Program Regionalnog savetnika za razvoj organizacija

Pravna inicijativa za Srednju Evropu i Evroaziju (CEELI) je projekat Američkog udruženja pravnika (ABA) čiji je cilj unapređenje vladavine prava pružanjem podrške tekućem procesu pravne reforme u zemljama Srednje Evrope i Evroazije. Ključna komponenta CEELI-jevih nastojanja je pružanje tehničke pomoći za razvoj organizacija, u cilju promovisanja dugoročne stabilnosti partnerskih organizacija i time učešće lokalnog stanovništva u sprovođenju pravne reforme.

Usluge programa razvoja organizacija

Usluge Regionalnog savetnika za razvoj organizacija su besplatne i na raspolaganju organizacijama kojima mogu pomoći, upoznavanjem sa tehnikama, modelima i materijalima za planiranje i upravljanje. Regionalni savetnik može raditi sa pojedinim organizacijama "na terenu" ili drugde, na jednom ili više elemenata u okviru procene organizacije, intervencije ili evaluacije. Osetljiva pitanja o kojima se razgovara na takvim sastancima ili konsultacijama mogu, po izboru organizacije ostati poverljiva, posle čega bi samo konačni rezultati ili odluke bili dostupni javnosti. Savetnik za razvoj organizacija takođe može delovati i kao neutralni moderator na internim sastancima ili sednicama čiji je cilj planiranje budućih aktivnosti ili rešavanje problema organizacije. Sledeća lista tema prikazuje osnovne usluge Regionalnog savetnika za razvoj institucija.

Teme razvoja organizacija:

Procena organizacije

- prepoznavanje i analiza faktora koji sprečavaju razvoj organizacije
- preporuke odgovarajućih rešenja i intervencija

Strateška analiza i planiranje

- razvijanje i definisanje jasne misije organizacije
- analiza unutrašnjih i spoljnih faktora, mogućnosti i prepreka
- određivanje kratkoročnih i dugoročnih ciljeva
- razrada detaljnih strategija
- finansijsko, kadrovsko i sistemsko planiranje
- prilagođavanje promenama

Upravljanje

- strukture, statuti i pravilnici
- uloga organa upravljanja u odnosu na menadžment
- vođstvo i donošenje odluka
- efikasna upotreba komisija i radnih grupa

Osmišljavanje i implementacija projekata

- procena potreba
- razrada projekta od koncepta do realizacije
- detaljno planiranje aktivnosti i budžeta
- vođenje projekta

Finansijsko planiranje i menadžment

- razrada i nadgledanje budžeta organizacije
- osmišljavanje finansijskih procedura i izveštaja
- transparentnost finansija
- raznovrsnost izvora i vrsta finansiranja
- finansijska nezavisnost i održivost

Upravljanje kadrovima

- angažovanje i motivisanje zaposlenih i volontera
- pravedna praksa, politike i procedure rada
- razvijanje timova i koordinacija rada
- razvijanje veština i sposobnosti zaposlenih i volontera

Operativno i sistemsko upravljanje

- efektivna komunikacija i razmena informacija unutar i izvan organizacije
- maksimalna upotreba opreme i resursa
- upotreba tehnologije, softverskih i hardverskih sistema
- raspolaganje vremenom

Prikupljanje sredstava

- prepoznavanje odgovarajućih izvora finansiranja
- nacrt predloga projekta i planiranje budžeta
- razvijanje/održavanje odnosa sa donatorima
- utvrđivanje resursa zajednice (finansijskih, u naturi i volontiranju)
- razvijanje usluga za samo-finsiranje

Mediji, odnosi s javnošću i marketing

- metode za sticanje publiciteta i rad sa medijima
- oblikovanje javnog mnjenja kroz medije
- uloga osobe zadužene za odnose sa javnošću
- marketing usluga, publikacija i programa

Zastupanje i izgradnja podrške

- saradnja između vlade, javnosti i privatnog sektora
- povezivanje sa srodnim organizacijama
- stvaranje koalicija
- osnaživanje članstva i raspoloživih usluga
- generisanje podrške u lokalnoj zajednici

Nadgledanje i tehnike ocenjivanja (evaluacije)

- zašto, šta i kada ocenjivati
- nadgledanje i tehnike ocenjivanja (kvantitativne i kvalitativne)
- samoocenjivanje u odnosu na ocenjivanje spolja
- objavljivanje rezultata ocenjivanja
- učenje kroz ocenjivanje

Obuka za trenere

- plan, implementacija i ocena obuke
- interaktivni pristupi i tehnike
- upotreba multimedija u obučavanju

Metode i pristupi:

- Treninzi, seminari i radionice
- Pomoć na sastancima i/ili prilikom planiranja
- Prilagođen individualni ili grupni rad ili konsultacije
- Nabavljanje materijala i praktičnih primera
- Unapređenje povezivanja između ABA CEELI partnera



CEE Regional
Institution-Building
Advisor Program
(RIBA)

Year III Annual Report

Appendix 2
Organizational Assessment
Worksheet
Organizational Assessment
Grid



ORGANIZATIONAL ASSESSMENT WORKSHEET

Scale 1 to 4, where 1 = early stage or beginning, and 4 = mature or advanced

Area	Description	1	2	3	4
Organizational Assessment	Awareness and identification of factors inhibiting organizational development and remedies				
	Strategic Analysis and Planning				
	Clear and relevant mission, with mechanism to articulate to stakeholders				
	All organizational activities and plans are aligned with core mission				
	Proactive and ongoing analysis of internal and external environment				
	Clear goals and objectives				
	Detailed written plans (current year)				
	Detailed written plan (2-5 years ahead)				
	Visioning (2-5 years ahead)				
	Comprehensive strategy and approach to anticipate and manage change				
	Concrete, ongoing planning for sustainability of organization				
	Governance	Statutes exist and are upheld			
	Leadership is shared and democratic				
	Board/management have distinct roles				
	Committees in place and functioning				
	Meetings are regularly held, well-attended, and documented in writing				
	Project Design and Implementation	Adequate needs assessment before embarking			
	Project concepts are relevant to needs				
	Detailed, realistic implementation planning and timeline				
	Project monitoring and management				
	Project evaluation and appropriate and timely adjustment				
	Financial Planning and Management	Financial procedures are adequate and transparent			
	Project budgets exist and are followed				
	Combined organizational budget exists and is routinely monitored				
	Systems in place to handle accrual-based multiple-funder accounting (fund accounting)				
	External audit performed and passed				
	Elimination of deficit spending or creation of surplus				
	Funding is diversified and includes multiple funders, in-kind donations, and income generating activities				
	Organization has funding (or pledged funding) beyond the current year of operations and consistently plans for a sustainable future				

Area	Description	1	2	3	4
Human Resource Management	Recruiting and promotion policies and application are fair and transparent and diversity is encouraged				
	Members, staff, volunteers are motivated through conscious incentives				
	Labor policies and practices are legal, fair and consistently applied				
	Team work is encouraged and work coordination is institutionalized				
	Board, staff, volunteer development and/or training is systematic, relevant, and distributed in transparent manner				
Operational and Systems Management	Effective internal and external communications and sharing of information				
	Maximal use of facilities and resources				
	Appropriate use of technology: software, hardware, and training				
	Effective and conscious time management at all levels				
Fundraising	Identification of funders and initial contacts				
	Proposal design and budgeting				
	Developing and maintaining relationships with funders through follow-up and reporting				
	Tapping into community resources and "in-kind" donations				
	Self-financing and fee-for-service				
Media, Public Relations and Marketing	Public relations and media plan are in place, proactive, and relevant				
	Organization proactively manages public awareness and perception				
	A public spokesperson or committee exists and has developed a consistent platform of information, which is disseminated to all relevant stakeholders				
	Organization produces professional, targeted publications or marketing materials				
Advocacy and Constituency-Building/ Membership	Ongoing internal and external collaborative relations exist between members, staff, and the government, private and NGO sectors				
	Organization networks and collaborates with peer organizations (local, regional, global)				
	Organization understands the value of coalitions and is actively engaged in building and maintaining these relationships				
	Organization is consistently involved in outreach activities to expand and invigorate membership				
	Organization proactively and consistently invokes community support				
Monitoring and Evaluation	Appropriate programs and activities are routinely and comprehensively evaluated through quantitative and qualitative measurement				
	Baseline and comparative data is retrieved, recorded, analyzed, and appropriately incorporated in management decisions				
	Organization undertakes self-evaluation and proactively trouble-shoots problems				
	Organization disseminates the results of evaluation to appropriate stakeholders				

ORGANIZATIONAL ASSESSMENT GRID

Category	Description	1	2	3	4
Organizational Assessment	Awareness and identification of factors inhibiting organizational development and remedies	Key leaders use their expertise and impressions to informally assess needs of the organization.	Leaders, members and staff meet periodically to discuss activities and share their personal assessments in areas of concern.	Leaders, members and staff meet routinely to assess the strengths and weaknesses of the organization in each category of work and make suggestions for improvement.	Leaders, members and staff participate routinely in a formalized process of assessment and systematically examine each element of the organization in order to develop concrete action steps to improve.
Strategic Analysis and Planning	Clear and relevant mission, with mechanism to articulate to stakeholders	Organization has no written mission statement.	Organization has a written mission statement but not everyone in the organization is aware of it.	Organization has a written mission which is clear to leaders, members and staff, and which serves as a basis for decision-making.	Written mission is clear to leaders, members and staff, serves as a basis for every decision, and is clearly and frequently articulated to external bodies.
	All organizational activities and plans are aligned with core mission	New plans and activities are undertaken based on funding or interests whether or not they are key to the mission, even if they might be outside of or incompatible with the mission.	New plans and activities are undertaken that are peripheral to the mission but not outside of it.	New plans and activities are generally considered in terms of the stated mission. Priority is not necessarily given to projects based on their relationship to mission.	Each new plan/activity is examined to see if it is in support of the mission and is the most direct way to fulfill the mission given the resources at hand. Opportunities are viewed in terms of the mission, and if crucial, the mission is adapted accordingly.
	Proactive and ongoing analysis of internal and external environment	The organization operates in isolation and does not see or take advantage of trends and opportunities. It has no plan to combat internal/external adversity.	The organization does not anticipate internal or external adversity, but tries to react as it can. It does not anticipate opportunities in time to respond.	The organization anticipates and is responsive to <i>either</i> internal or external opportunities or challenges, but not both. Their ability to react to opportunities or adversity is therefore incomplete.	Global, regional, local and internal influences are routinely analyzed and resulting opportunities are pursued. Contingency plans are in place.

Category	Description	1	2	3	4
Strategic Analysis and Planning (cont.)	Clear goals and objectives	Goals and objectives are decided by a few people and not systematically articulated or understood by the entire organization.	Goals and objectives are decided by a few people, and are articulated to others but the wider organization has no prior input.	Goals and objectives are decided by a few people, and then articulated to others for comment on those ideas only. There is no opportunity for the wider body to be part of the creative development.	Goals and objectives are the result of specific and inclusive consensus-based planning and are written for all to understand and follow.
	Detailed written plan (current year)	No written plan.	A sketchy outline exists but requires oral explanation to understand.	A basic plan exists but is not shared with the wider organization.	A thorough plan has been written in such a way that all can understand the background, strategies and action plan. This plan is circulated to the entire organization.
	Detailed written plan (2-5 years ahead)	No written plan.	A sketchy 2-5 year outline exists but requires oral explanation to understand.	A basic 2-5 year plan exists but is not shared with the wider organization.	A thorough plan (2-5 years) has been written in such a way that all can understand the background, strategies and action plan. This plan is circulated to the entire organization.
	Visioning (2-5 years ahead)	From time-to-time a few people casually discuss what is wrong with the organization, but feel overwhelmed in making changes.	From time-to-time a few people casually discuss the way they would like the organization to look in the future and try to discuss ways to get there but the discussion is usually fruitless.	Key members of the organization discuss their ideas about the future of the organization, trying to come to some solutions. These ideas are not shared with everyone and only sometimes result in positive change.	The organization undertakes an inclusive process of visioning that involves members and staff in defining the ideal organization and the steps necessary to achieve it.
	Comprehensive strategy and approach to anticipate and manage change	A few key members of the organization <i>react</i> to change and try to mitigate any negative impact.	A few key members of the organization try to <i>predict</i> needs but wait until the last minute to implement.	Key members of the organization formally meet to predict and initiate needed changes, but they are sometimes blocked by lack of understanding and consensus from other members or staff.	Key members of the organization formally meet to predict and initiate needed changes, and are able to garner full support and implementation within the organization.

Category	Description	1	2	3	4
Strategic Analysis and Planning (cont.)	Concrete, ongoing planning for sustainability of organization	Organization knows that funding is difficult, but discussions lead to dead ends. No one is specifically tasked with finding solutions.	Organization takes advantage of all obvious funding opportunities but does not have a plan to expand its options.	Organization takes advantage of known funding opportunities, and has a team of people to investigate options. New funding ideas are tried with a goal of keeping at least one year ahead of funding needs.	Organization takes advantage of a variety funding opportunities (including grants, dues, fees, in-kind), and has a team of people to investigate continuing options. New funding ideas are constantly being tried. Funds for at least one year of operations are in place.
Governance	Statutes exist and are upheld	Statutes still being developed.	Written statutes exist, but all elements (such as required meetings) are not upheld.	Written statutes exist and are upheld but need revision to best serve the organization.	Written statutes exist, are upheld, and are periodically reviewed and improved upon.
	Leadership is shared and democratic	A few individuals are responsible for decision-making. It is unclear to others why this group has all the power. These same individuals do all the work.	A few designated individuals are responsible for decision-making. From time-to-time this leadership role is passed to others. These individuals assign work to others.	Several representatives are responsible for joint decision-making. From time-to-time this leadership role is passed to others. The group invites others to participate and to carry out the work based on their own interests.	Several representatives are responsible for joint decision-making and the process of leadership is transparent to all. All internal constituencies understand the process and their role in carrying out work to benefit the mission.
	Board/management have distinct roles	No paid management or staff, or staff of one who takes all assignments directly from Board.	Small staff that is directed by Board for all but daily tasks.	Staff has designated work and authority but Board hires and directly supervises all staff members.	Manager or Director hires and supervises staff; Board supervises Manager based on overall performance against clear objectives.
	Committees/work groups in place and functioning	No committees have been designated, or no meetings have taken place for one year.	Committees have been formed and meet, but little is accomplished except for the meetings.	Committees are in place and are functioning. Slow but steady progress is made in key areas related to mission.	Committees are appropriate, in place and routinely functioning. Assignments are clear and timely progress is made against a defined action plan that is based on mission and goals.

Category	Description	1	2	3	4
Governance (cont.)	Meetings are regularly held, well-attended, and documented in writing	Meetings are randomly held, and not well publicized. Few people attend and no written notes are taken or circulated.	Meetings are usually regular, with some attempt to notify people. The agenda is set from the top. Attendance is low and a few comments are passed to others in the quarterly newspaper or some general publication.	Meetings are regular, and everyone is notified through an effective mechanism. Others have some input on agenda. Attendance is satisfactory but many are apathetic. General outputs are passed to others in the quarterly newspaper or some general publication.	Meetings are regular, and everyone is notified through an effective mechanism. Others have input on agenda. Attendance is high and attendees are enthusiastic and share information with non-attendees. Full minutes are passed to others in a comprehensive and timely fashion.
Project Design and Implementation	Adequate needs assessment before embarking	Leaders assume they know funder preferences and base project design accordingly.	Leaders assume they understand mission and needs and base project design accordingly.	Leaders discuss needs with staff, members and beneficiaries, and base project design on these assessments.	Leaders discuss needs with staff, members and beneficiaries, examine resources, identify optimal outcomes and measurement of same, then base project design on these concrete assessments.
	Project concepts are relevant to needs	Project concepts are based on funder desires, whether or not these are relevant to local need.	Project concepts are based on organization's mission, whether or not these are relevant to local need.	Project concepts are based on mission or funder, or organizational or local need, but it is hard to blend all of these elements.	Project concepts are based on a combination of mission, funder, organizational and local need, and all elements must be satisfied.
	Detailed, realistic implementation planning and timeline	Detailed plans and timelines are only written to meet funding application requirements and are not used in implementing projects. If not required by funder, such plans and timelines do not exist.	Detailed plans and timelines are quickly put together without full consideration and consensus about whether they are realistic or how they will be evaluated.	Detailed plans and timelines are thought out and intended to be realistic, but as things change, performance is not monitored against them, and revised plans are not forthcoming.	Detailed plans and timelines are realistically defined through consensus and performance is routinely monitored against both. Any needed revisions are systematically set down with all parties notified.

Category	Description	1	2	3	4
Project Design and Implementation (cont.)	Project monitoring and management	The individual(s) charged with the project are left to do the best they can. If questions arise, they do not know where to turn or who has authority to respond.	The individual(s) charged with the project are self-managing and only report at the annual meeting or as required by funder. The wider organization is only informed if problems become severe.	The individual(s) charged with the project are self-managing and only report at the annual meeting or as required by funder. However, if they run into an obstacle, they know where to seek help within the organization, and they are usually proactive about asking.	The individual(s) charged with the project are self-managing, and they routinely measure outcomes against stated plan and timeline, making revisions and proactively notifying all relevant parties. Leadership also monitors progress against set criteria on a monthly or quarterly basis.
	Project evaluation and appropriate and timely adjustment	Project outcomes are not defined in a way that permits formal evaluation. Implementers and/or leadership do their best to informally assess benefits.	Project outcomes are broadly defined and difficult to monitor in any systematic way. Implementers and/or leadership monitor activities and timeline only.	Project outcomes are specifically defined in terms of target beneficiaries and methods of monitoring progress are detailed. Implementers and/or leadership randomly monitor activities and timeline, generally as needed for reporting purposes.	Project outcomes are specifically defined in terms of target beneficiaries and methods of monitoring progress are clear and systematized. Both implementers and leadership routinely monitor based on objective and subjective response criteria.
Financial Planning and Management	Financial procedures are adequate and transparent	Tracking of funds is inconsistent. Cash advances are not reconciled with receipts. Expenses are not allocated according to specific use. Bank statements are not reconciled routinely or accurately. There is no set protocol for use of cash, but President or other person decides at will. Routine, accurate reports are not provided to the governing body, except to meet requirement at annual meeting.	Clear policies and procedures for cash exist, but are circumvented by the President or others. Project budgets are not written or not monitored. Most receipts are maintained, but it is difficult to get full compliance. Bank statements are reconciled, but not tied to cash expenditures and allocated expenses. Reports are ad hoc and based upon estimates, meeting only minimum Board or government requirement.	Clear policies and procedures for cash exist and are adhered to. The organization tracks expenditures, maintains receipts, reconciles bank statements, and allocates funds to projects on a reasonable basis. However, the organization does not have a unified budget or cash flow projection and delays in accounting functions leave the organization not knowing exact balances in any category. Reports are delayed or not in useful detail/formats for management review.	Any appropriate individual could review written documents and know exactly where and how funds were spent and be able to match these expenditures to the appropriate stated purpose. Procedures and policies are clear and written, and followed at all times. An organizational budget and cash flow are approved by management and are rigorously adhered to. Members, funders and appropriate bodies receive routine, accurate fiscal information.

Category	Description	1	2	3	4
Financial Planning and Management (cont.)	Project budgets exist and are followed	Project budgets do not exist or are loosely estimated and do not cover full cost of projects. Little or no comparison is made of actual allocated expense to budget. Fluctuations in excess of 20% are common.	Project budgets exist and are reasonably estimated to cover project costs. Variance from budget (more than 10% + or -) is usual but is not reviewed until the end of each project when it is too late to make adjustments.	Project budgets are reasonably estimated to cover project and overhead costs. Variance from budget (of more than 10% + or -) is not usual, and all budgets are reviewed individually and in terms of overall impact each month. Predicted surpluses or deficits are understood and adjustments are periodically made to notify relevant stakeholders in advance.	Project budgets are developed in detail including direct and indirect costs, with full consideration of funder and match requirements. Variance from budget (more than 5% + or -) is not usual. All budgets are reviewed individually and in terms of overall impact each month. Predicted surpluses or deficits are clearly understood and interventions are routinely made to ensure breakeven or to notify relevant stakeholders in advance.
	Combined organizational budget exists and is routinely monitored	Project budgets exist for some projects but spending is really based on cash available at the moment. Organization wide budget planning is not undertaken.	Project budgets exist for each discreet project but have not been accumulated into an itemized organizational income and expense budget. Organization does have a reasonable estimate of income and expense on which to operate.	Income from each source is known. Project budgets exist for each discreet project but have not been accumulated into an itemized organizational income and expense budget. Each project budget includes a share of overhead and office expense. Activities are undertaken in direct correlation to fiscal position.	All anticipated incomes and expenses are compiled into a united document according to purpose and category of expense. This document is routinely updated and is used by management for planning, fundraising and cash flow purposes. Each project budget includes a share of overhead and office expense. Activities are undertaken in direct correlation to fiscal position.
	Systems in place to handle accrual-based multiple-funder accounting (fund accounting)	Organization uses cash-based accounting and allocates expenses to multiple funders based on budgeted (not actual) amounts.	Organization uses cash-based accounting and allocates expenses to each funder based on an estimated, fair assignment of actual expenditures.	Organization uses accrual-based accounting and allocates expenses to each funder based on an estimated, fair assignment of actual expenditures that occurred within the grant period.	Organization uses accrual-based accounting and assigns actual expenditures to multiple funders. Organization has a system designed to allocate accurate portions of staff time and overheads within each grant period to each funder.
	External audit performed and passed	No external audit requested or performed.	External audit performed. Material exceptions noted on audit report and must be rectified.	External audit performed. Only non-material exceptions noted on audit report, but organization is working to implement suggestions.	External audit performed. No exceptions noted on audit report.

Category	Description	1	2	3	4
Financial Planning and Management (cont.)	Elimination of deficit spending (creation of surplus)	Organization has debts that are carried from one fiscal period into the next.	Organization has no ongoing debt and no surplus or means of accruing a surplus.	Organization has no ongoing debt but is able to create some surplus through receipt of unrestricted funds.	Organization has no ongoing debt and has created an unrestricted surplus equivalent to 6-months of overhead and operating expenses.
	Funding is diversified and includes multiple funders, in-kind donations, and income-generating activities	Funding is limited to one source (dues, single grantor, etc.).	Funding is limited to three sources, and all sources are restricted in use.	Funding is expanded to five sources, and at least one source (representing 20% of total budget) is not restricted.	Multiple funders and types of funding exist, including multiple grantors, fee-for-service and in-kind income, dues, or other means of support. No single organization or contract supplies more than 10% of total. At least 25% of funds are for unrestricted purpose.
	Organization has funding (or pledged funding) beyond the current year of operations and consistently plans for a sustainable future	Funding is secure for the next three months or less. The organization has no sustainability plan.	Funding is secure for the next six months. The organization has no sustainability plan but is conscious of the need to maintain at least six months of future funding.	Funding is secure for the next year (12 months), but there is no comprehensive long-term sustainability plan.	Funding is secure for the next year (12 months), and the organization has a comprehensive long-term sustainability plan that includes diversification of funding sources and revenues.
Human Resource Management	Recruiting and promotion policies and application are fair and transparent and diversity is encouraged	Positions are filled by internally hiring colleagues or friends. Promotion is based on individual authority, not performance against written criteria.	Positions are filled through an interview and selection process. Promotion is loosely based on performance but criteria are unclear and performance is not documented.	Positions are filled based on set criteria and through open interviews. Promotion is based on documented performance standards that are clear to all.	New positions are fairly advertised, with set criteria, and are hired through an open interview and selection process involving a team. Diversity is encouraged whenever appropriate. Promotion is based on documented performance against written job descriptions and standards are equally applied to all.

Category	Description	1	2	3	4
Human Resource Management (cont.)	Members, staff, volunteers are motivated through conscious incentives	No conscious or regular incentives exist, as individuals should be self-motivated.	From time-to-time leadership remembers to thank others or reward good work, but this is ad hoc.	Leadership routinely and fairly expresses appreciation for exceptional work and tries to motivate low performers, but those in the middle of the performance continuum are usually ignored.	A variety of motivating factors (praise, compensation, perks, etc.) are judiciously and fairly distributed to all at regular intervals based on performance. Motivational strategies are contoured to both highlight excellent work and improve poor performance.
	Labor policies and practices are legal, fair, and consistently applied	Organization is not sure which labor laws or policies apply and leadership does as it thinks best.	Organization adheres to basic labor laws but has no other internal policies. Practices are ad hoc.	Organization adheres to labor laws and has some written policies, but not everyone is familiar with them.	Organization adheres to labor laws and has a written policy manual that is routinely updated and distributed to appropriate persons. Policies are consistently applied and practiced.
	Team work is encouraged and work coordination is institutionalized	Ad hoc individuals or groups tend to work on their own priorities without much knowledge of or coordination with others.	Some work is coordinated among a select few individuals or groups but the organization as a whole does not coordinate work or have a mechanism for doing so.	Most work is team-based and coordinated within levels of the organization (i.e. among Board, among staff, among volunteers), but each level is not coordinated with each other.	Team work is encouraged, assignments and communication channels are clear, and work is coordinated within and between all levels of organization.
	Board, staff, volunteer development and/or training is systematic, relevant and distributed in a transparent manner	A few very active members of the organization are generally involved in training or career development opportunities that arise. Others are not given information, time or resources to participate. No formal in-house training exists.	Individuals are encouraged to seek their own development opportunities and allowed work time and/or resources to attend. However, this is dependent on individual initiative and the organization has no overall plan and limited resources to commit. No formal in-house training exists.	Several people are selected to participate in outside training or development activities, but selection criteria usually relates to language skills or other factors instead of concrete needs. Organization allows work time to attend and pays some costs. Some in-house training exists.	A specific training and development plan exists for each individual based upon role and needs. Organization designates resources for career development. There is also a conscious plan to provide cross training between roles and develop in-house expertise and mentoring programs.

Category	Description	1	2	3	4
Operational and Systems Management	Effective internal and external communications and sharing of information	Communication and sharing of information are ad hoc, based on individual dynamics. No formal protocols or systems are in place.	Organization has a mailing list and attempts to inform key stakeholders on a set schedule. Other communications are based largely on personal relationships. Some have access to e-mail or other technology.	Organization has a current mailing list and routinely circulates information updates. Work groups share information. Some individuals have access to technology but there is no broad plan to use information technology and there are no systematic protocols.	Organization has a current mailing list and routinely circulates information updates. Communication channels are designated for each project or undertaking. Organization maximizes use of information technology through comprehensive protocols.
	Maximal use of facilities and resources	Organization has no facility and minimal resources and must share or borrow on a case-by-case basis.	Facilities exist but are not well suited to organization's needs or are often dormant or under-utilized due to lack of attention. Resource planning and management is based on the discretion and needs of a few key individuals.	Facilities are generally adequate but not fully cost-effective. Resource planning is haphazard and use is shared but not well planned. There is no one available to consistently manage or prioritize resources.	Facilities are well organized and use is cost-effective. Resources are used frugally and strategically to optimize impact.
	Appropriate use of technology: software, hardware and training	Organization lacks software and/or hardware technology.	Organization has basic software and hardware technology but only a few individuals know how to use it, and it is often inaccessible or broken.	Organization has software and hardware technology and about 50% know how to use it. Maintenance and training are problematic and it usually takes up to a week for maintenance or repair requests.	Organization has optimal software and hardware technology and at least 80% know how to use it. Maintenance and training are routine and systematic as part of a designated role. Organization is aware of new advances and consistently engages in cost-benefit analyses.
	Effective and conscious time management at all levels	Priorities are unclear. Timelines or deadlines do not exist or are not monitored or adhered to.	Priorities are usually clear and some timelines or deadlines apply. Urgent deadlines are usually met. Some people feel no urgency at all while others always feel pressured.	Priorities are specific and clear and most work has a timeline or deadline that is usually met. Most people feel behind in their work most of the time.	Priorities are specific and clear and most work has a timeline or deadline that is rigorously met. Most people plan their work according to realistic but ambitious goals and are able to feel good about their progress.

Category	Description	1	2	3	4
Fundraising	Identification of funders and initial contacts	Organization has not engaged in fundraising activities (except random collection of membership dues, etc.).	Organization has a principle funder and is familiar with a couple of others on an ad hoc basis, but has no ongoing relationship with more than one.	Organization has three or more principle funders and is familiar with several others (local, regional, and international). Regular relationships are maintained and new relationships are being developed.	Organization has five or more principle funders and is familiar with and maintains communications with several others, locally, regionally and internationally. Strong relationships are cultivated and maintained and new relationships are constantly being developed through conscientious planning and follow-up.
	Proposal design and budgeting	Key individuals generate ideas orally, outline in writing, and attach rough budget estimates to their plans. Plans are usually developed to satisfy interests of supportive funders. Written proposals would not be competitive to funders who were not familiar with organization's work.	Designated individuals survey funder priorities, then generate projects in response. The same generic project proposal is formatted to meet specific guidelines and sent to multiple funders without contouring or focusing on unique funder preferences. Budgets are estimated without research. Little or no follow-up is done after delivering the proposal.	Designated individuals understand the organization's mission and the needs of their target beneficiaries, and design projects that will address needs. Evaluation is considered in project design. Based on known funder priorities, projects are realistically planned and budgeted, then adapted to different formats or priorities. Contact with the funder is maintained through all stages of review and award.	Designated individuals understand the organization's mission and, based on well-researched needs of their target beneficiaries, they seek stakeholder consensus on project design for maximum impact. Evaluation of impact becomes a critical part of project design. Based on known funder priorities, projects are uniquely positioned, realistically planned and budgeted, then framed with strict attention to format, presentation and content. Each proposal is adapted for each potential (match) funder. Contact with the funder is maintained through all stages of review and award, and the organization continues this "courtship" even if the proposal is not funded.
	Developing and maintaining relationships with funders through follow-up and reporting	Organization fulfills minimal funder reporting requirements, but is sometimes late in doing so.	Organization fulfills prescribed funder reporting requirements, schedules an occasional meeting and sends its newsletter.	Organization fulfills all prescribed funder reporting requirements, keeps in contact by phone from time-to-time, schedules regular meetings, sends its newsletter, and advises funder if there are any problems.	Organization fulfills all prescribed funder reporting requirements, keeps in regular contact by phone, schedules routine and ad hoc meetings, communicates success stories, asks advice on problems, and anticipates funder needs in order to satisfy them before requested.

Category	Description	1	2	3	4
Fundraising (cont.)	Tapping into community resources and "in-kind" donation	Organization has a few friends who occasionally donate time.	Organization has some regular volunteers. Other colleagues or supporters occasionally donate space, supplies or other goods or services (under 10% of budget).	Organization has a program for regular volunteers. Other organizations and supporters donate space, supplies or other goods or services (more than 10% of budget). Organization has discount arrangements with several vendors.	Organization has a program and training for regular volunteers. Other organizations and supporters donate space, supplies or other goods or services (20% of budget). Organization has discount arrangements with several vendors, including for-profit businesses. Organization hosts annual fundraising drives or events to generate additional revenue.
	Self-financing and fee-for-service	No fees are generated or less than 1% of annual income.	Occasional fees or stipends are earned (1-5% of annual income).	Organization has designated fee-for-service activities and fee schedules. At least 10% of annual income is fee-for-service.	Organization has designated fee-for-service activities and fee schedules, and actively markets its services to target clients. At least 25% of annual income is fee-for-service.
Media, Public Relations and Marketing	Public relations and media plan are in place, proactive, and relevant	Organization produces some written materials and invites local press to special meetings or events.	Organization produces written materials, invites local press to special meetings or events, and participates in other promotional events.	Organization produces professional quality materials, invites local press to special meetings or events, hosts or participates in promotional events, and has a website. A person or body is assigned to handle public relations.	Organization has a comprehensive plan for public relations and a designated person or body to handle them. It produces professional, targeted publications, and proactively contacts and submits press releases to various media (TV, newspaper, radio). Organization hosts and/or is visible at promotional events (such as NGO fair) and uses every opportunity to promote its work. Organization has a current website.
	Organization proactively manages public awareness and perception	Organization focuses on good programs and client service and builds awareness through word-of-mouth.	Organization focuses on good programs and client service and builds awareness through word-of-mouth. Written materials are available at the organization.	Organization produces written promotional materials and distributes them regularly. One or two publicity articles are printed in the local newspaper each year. Organization offers excellent programs and client service.	Organization produces written statements of position and/or promotional materials and distributes them regularly through diverse channels. Organization receives positive publicity in national media at least quarterly. Organization offers excellent programs and client service at all levels.

Category	Description	1	2	3	4
Media, Public Relations and Marketing (cont.)	A public spokesperson or committee exists, has developed a consistent platform of information, which is disseminated to all relevant stakeholders	Each member of the organization assumes they have an understanding of its mission and activities and feels competent to speak about them when asked. There is no coordination of message.	A few key individuals within the organization generally provide public and press statements, and they have experience in doing this function. It is sometimes difficult for the press to reach these individuals.	A few key individuals or a committee within the organization generally provide public and press statements, and have experience in doing this function. They routinely meet to discuss plans and are usually available on short notice to make public statements or appearances.	Organization has a designated public spokesperson or committee who is responsible with governing body for developing a package of written information describing organizational mission and activities. This information is routinely and proactively distributed to press, clients, and other stakeholders. Public outreach is targeted and public appearances are well planned and executed with a coordinated message.
	Organization produces professional, targeted publications or marketing materials	Organization has a few materials on copy paper.	Organization has descriptive materials for every program, and prints a quarterly newsletter.	Organization has well-designed descriptive materials for every program, and produces a newsletter and other publications or journals. It tries to collate existing materials for different audiences.	Organization has descriptive professional materials for every program and for each target audience, produces a newsletter and other targeted publications or journals, and maintains a website. It adapts materials in consideration of each target audience.
Advocacy and Constituency-Building/ Membership	Ongoing internal and external collaborative relations exist between members, staff, and the government, private and NGO sectors	Organization engages in collaboration between organizational layers and sectors, but this is done on an ad hoc basis, and there is no specific plan.	Organization engages in collaboration between organizational layers through prescribed meetings and activities. Organization maintains relationships with government, NGO and private sectors.	Organization engages in collaboration between organizational layers through prescribed meetings and activities. Organization maintains relationships with government, NGO and private sectors. Areas for collaboration are considered in each program or plan.	Organization systematically engages in collaboration between organizational layers through prescribed meetings and activities. Organization maintains active relationships with government, NGO and private sectors. Areas for collaboration are detailed in each program or plan. Two-way communication with constituency, supporters and stakeholders is institutionalized.

Category	Description	1	2	3	4
Advocacy and Constituency-Building/ Membership (cont.)	Organization networks and collaborates with peer organizations (local, regional, global)	Organization is vaguely aware of some of the work of peer organizations, but rarely inquires and does not attend peer meetings or conferences.	Organization keeps informed about peer organizations, and sometimes considers collaborative work. Organization occasionally attends peer meetings/conferences.	Organization proactively keeps informed about peer organizations, analyzes competitive forces and/or opportunities for joint work. Occasional peer meetings/conferences are conducted.	Organization proactively keeps informed about peer organizations, analyzes competitive forces and/or opportunities for joint work. Organization's website is linked to peers and routine peer meetings/conferences are co-sponsored.
	Organization understands the value of coalitions and is actively engaged in building and maintaining these relationships	Organization is grateful for supporters and tries to figure out how to use them.	Organization actively seeks support for specific programs or events and has assignments ready.	Organization actively seeks support for specific programs or events and has an ongoing plan to recruit and engage supporters in designated activities.	Organization proactively seeks support for the organization, its mission, and specific programs or events. Organization has implemented an orientation plan for supporters and offers several options to channel their support.
	Organization is consistently involved in outreach activities to expand and invigorate membership	Organization is not able to communicate with all existing members due to technological and distance challenges. Potential new members occasionally hear about the organization through word-of-mouth. Less than 20% of members attend annual meeting, and less than 10% of members are actively engaged.	Organization is in communication with all members through a quarterly newsletter, and has developed a plan to attract new members. Organization is in monthly More than 20% of members attend annual meeting, and more than 10% of members are actively engaged.	Organization is in monthly communication with all members through a list serve or newsletter, and has developed a plan and platform to attract new members. More than 35% of members attend annual meeting, and more than 20% of members are actively engaged.	Organization is in monthly communication with all members through a list serve or newsletter, and has developed a plan and platform to attract new members. More than 50% of members attend annual meeting, and more than 30% of members are actively engaged. Organization provides options for different levels of member participation and actively recruits participation in programs and projects.

Category	Description	1	2	3	4
Advocacy and Constituency-Building/ Membership (cont.)	Organization proactively and consistently invokes community support	Key individuals talk to friends and neighbors on an ad hoc basis.	Organization is present in the news, at community meetings or gatherings and welcomes community input.	Organization is present in the news, and at community meetings or gatherings. A formal mechanism for two-way dialogue with community is in place.	Organization is present in the news, at community meetings or gatherings and actively recruits community involvement through a highly targeted plan. A formal mechanism for two-way dialogue with community is in place.
Monitoring and Evaluation	Appropriate programs and activities are routinely and comprehensively evaluated through quantitative and qualitative measurement	Organization carries out basic programs and meets simple funder or other reporting requirements.	Organization monitors quantitative and qualitative immediate outcomes based on meaningful criteria. Based on results, some adjustments to program plans may be made. Evaluations are accurate and timely.	Organization designs each program to include a quantitative and qualitative basis for measuring immediate and mid-term outcomes, and then carefully monitors based on meaningful criteria. Monitoring is frequent and adjustments are made in response. Organization maintains good records and data. Evaluations are accurate and use multiple approaches.	Organization designs each program to include a quantitative and qualitative basis for measuring immediate, mid-term and longer-term outcomes, and then carefully monitors based on meaningful criteria. Organization is self-monitoring and is constantly developing new ways to evaluate more effectively, including use of a database. Monitoring is frequent and adjustments are made in response. Evaluations, sometimes done by outsiders, are thorough and accurate, and are used to promote the organization.
	Baseline and comparative data is retrieved, recorded, analyzed, and appropriately incorporated in management decisions	Organization keeps ad hoc records (e.g. number/type of clients, names of participants in a training, etc.), but they are not organized or easily accessible.	Organization has a controlled and tabulated filing system in which relevant program data is stored and may be accessed as needed. Files and reports are indexed and accessible.	Organization has a controlled and tabulated filing system in which relevant baseline and comparative data is stored and may be accessed. Reports are generated for management review. The information is used to develop or support programmatic decisions and fundraising efforts.	Organization has a database in which relevant baseline and comparative data is stored and may be accessed based on a criteria "sort" function. Reports are generated for management review in order to assess trends, progress, etc. The information is used to develop or support management or programmatic decisions and to support fundraising and public awareness efforts.

Category	Description	1	2	3	4
Monitoring and Evaluation (cont.)	Organization undertakes self-evaluation and proactively trouble-shoots problems	Interested individuals meet to discuss problems within the organization. This is done informally, as needed.	Leadership meets regularly to talk about organization, trying to make improvements and solve problems.	Board conducts regular organizational self-evaluation of operations, programs, outreach, etc. Comments and suggestions are solicited when there is a problem or new program.	Organization involves Board and staff (including volunteers) in routine, detailed organizational self-evaluation of operations, programs, outreach, etc. All comments and suggestions are welcome and are discussed and/or implemented.
	Organization disseminates the results of evaluation to appropriate stakeholders	Organization disseminates results to fulfill funder requirements and organizational statutes.	Organization fulfills all funder and statute requirements, and also disseminates results to leadership, staff and members.	Organization fulfills all funder and statute requirements; disseminates results to leadership, staff, members, and peer organizations. Evaluations are sometimes used in fundraising efforts or to improve future programs.	Organization fulfills all funder and statute requirements; disseminates results to leadership, staff, members, peer organizations, constituencies, and networks; and uses data for annual report or other publications. Evaluations are frequently used in fundraising and public relations efforts. They are also used to improve programs in future.



CEE Regional
Institution-Building
Advisor Program
(RIBA)

Year III Annual Report

Appendices 3-5

2001-2002 Cumulative Indicator
Performance Ratings for Partners

RIBA Data Sheet (sample)

CEELI Focal Areas

CEE RIBA - 2001-2002 Cumulative Indicator Performance Ratings for Partners

Priority Partners in **BOLD**
 * New Partners
 ** Partners "Graduated"

	2001 Rating (1-4)	New Partners Base (1-4)	2002 Rating (1-4)	AVERAGE TOTAL	COMPARE PROGRESS
Organizational Assessment					
Organization 1*		0.5 base	1.0		0.5
Organization 2**	-	-	-	N/A	-
Organization 3**	3.0		-	N/A	-
Organization 4**	3.0		-	N/A	-
Organization 5	2.0		2.5		0.5
Organization 6	2.0		2.5		0.5
Organization 7*		0.0 base	1.0		1.0
Organization 8*		0.0 base	1.0		1.0
Organization 9	2.5		2.5		-
Organization 10**	-	-	-	N/A	-
Organization 11	1.0		1.0		-
Organization 12*		3.0 base	3.5		0.5
Organization 13*		2.0 base	2.5		0.5
Organization 14*		1.0 base	2.0		1
Organization 15*		2.0 base	2.5		0.5
				2.00	0.55 Average
Strategic Analysis and Planning					
Organization 1*		0.5 base	1.0		0.5
Organization 2**	-	-	-	N/A	-
Organization 3**	2.5	-	-	N/A	-
Organization 4**	2.5	-	-	N/A	-
Organization 5	2.5		2.5		0.0
Organization 6	2.5		2.5		0.0
Organization 7*		0.0 base	1.0		1.0
Organization 8*		0.0 base	2.0		2.0
Organization 9	2.5		2.7		0.2
Organization 10**	-	-	-	N/A	-
Organization 11	1.5		2.0		-
Organization 12*		3.0 base	3.3		0.3
Organization 13*		2.3 base	2.3		0.0
Organization 14*		1.5 base	2.0		0.5
Organization 15*		2.2 base	2.5		0.3
				2.15	0.43 Average

Governance	2001	New Partners	2002	AVERAGE	COMPARE
	Rating (1-4)	Base (1-4)	Rating (1-4)	TOTAL	PROGRESS
Organization 1*		1.0 base	1.5		0.5
Organization 2**	-	-	-	N/A	-
Organization 3**	2.5	-	-	N/A	-
Organization 4**	2.5	-	-	N/A	-
Organization 5	2.0		2.0		0.0
Organization 6	2.0		2.0		0.0
Organization 7*		0.0 base	1.5		1.5
Organization 8*		1.0 base	2.0		1.0
Organization 9	2.5		2.5		0.0
Organization 10**	-	-	-	N/A	-
Organization 11	1.5		1.5		0.0
Organization 12*		3.6 base	3.6		0.0
Organization 13*		2.5 base	2.5		0.0
Organization 14*		2.0 base	2.5		0.5
Organization 15*		2.8 base	2.8		0.0
				2.21	0.32 Average

Project Design and Implementation

Organization 1*		1.0 base	1.0		0.0
Organization 2**	-	-	-	N/A	-
Organization 3**	3.0	-	-	N/A	-
Organization 4**	3.0	-	-	N/A	-
Organization 5	1.5		2.5		1.0
Organization 6	2.0		3.0		1.0
Organization 7*		0.0 base	1.5		1.5
Organization 8*		0.0 base	2.5		2.5
Organization 9	2.0		2.0		0.0
Organization 10**	-	-	-	N/A	-
Organization 11	1.0		1.0		0.0
Organization 12*		3.0 base	3.2		0.0
Organization 13*		2.0 base	2.0		0.0
Organization 14*		2.5 base	3.0		0.5
Organization 15*		3.2 base	3.6		0.4
				2.30	0.63 Average

Financial Planning and Management	2001	New Partners	2002	AVERAGE	COMPARE
	<u>Rating (1-4)</u>	<u>Base (1-4)</u>	<u>Rating (1-4)</u>	<u>TOTAL</u>	<u>PROGRESS</u>
Organization 1*		0.5 base	1.0		0.5
Organization 2**	-	-	-	N/A	-
Organization 3**	2.5	-	-	N/A	-
Organization 4**	2.5	-	-	N/A	-
Organization 5	1.5		2.0		0.5
Organization 6	1.5		2.0		0.5
Organization 7*		0.0 base	1.0		1.0
Organization 8*		0.5 base	1.5		1.0
Organization 9	2.0		2.0		0.0
Organization 10**	-	-	-	N/A	-
Organization 11	1.0		1.0		-
Organization 12*		2.0 base	3.0		1.0
Organization 13*		2.2 base	2.2		0.0
Organization 14*		0.5 base	1.6		1.1
Organization 15*		3.3 base	3.3		0.0
				1.87	0.51 Average

Human Resource Management	2001	New Partners	2002	AVERAGE	COMPARE
	<u>Rating (1-4)</u>	<u>Base (1-4)</u>	<u>Rating (1-4)</u>	<u>TOTAL</u>	<u>PROGRESS</u>
Organization 1*		0.5 base	1.0		0.5
Organization 2**	-	-	-	N/A	-
Organization 3**	2.5	-	-	N/A	-
Organization 4**	2.5	-	-	N/A	-
Organization 5	1.5		1.5		0.0
Organization 6	1.5		1.5		0.0
Organization 7*		0.0 base	1.0		1.0
Organization 8*		1.0 base	2.5		1.5
Organization 9	2.0		2.5		0.5
Organization 10**	-	-	-	N/A	-
Organization 11	1.0		1.0		-
Organization 12*		3.2 base	3.2		0.0
Organization 13*		2.2 base	2.2		0.0
Organization 14*		1.8 base	2.2		0.4
Organization 15*		1.5 base	2.0		0.5
				1.87	0.40 Average

	<u>2001</u> <u>Rating (1-4)</u>	<u>New Partners</u> <u>Base (1-4)</u>	<u>2002</u> <u>Rating (1-4)</u>	<u>AVERAGE</u> <u>TOTAL</u>	<u>COMPARE</u> <u>PROGRESS</u>
Operational and Systems Management					
Organization 1*		0.5 base	0.5		0.0
Organization 2**	-	-	- N/A		-
Organization 3**	2.5		- N/A		-
Organization 4**	2.5		- N/A		-
Organization 5	2.0	2.0	2.0		0.0
Organization 6	2.0	2.0	2.0		0.0
Organization 7*		0.0 base	0.5		0.5
Organization 8*		0.0 base	1.5		1.5
Organization 9	2.0		2.5		0.5
Organization 10**	-	-	- N/A		-
Organization 11	1.5		1.5		-
Organization 12*		2.0 base	2.0		0.0
Organization 13*		2.6 base	2.6		0.0
Organization 14*		2.2 base	2.5		0.3
Organization 15*		2.5 base	2.5		0.0
				1.83	0.25 Average
Fundraising					
Organization 1*		0.0 base	0.5		0.5
Organization 2**	-	-	- N/A		-
Organization 3**	2.5		- N/A		-
Organization 4**	2.5		- N/A		-
Organization 5	1.5		2.7		1.2
Organization 6	1.5		2.9		1.4
Organization 7*		0.0 base	1.0		1.0
Organization 8*		0.0 base	1.5		1.5
Organization 9	2.0		2.0		0.0
Organization 10**	-	-	- N/A		-
Organization 11	1.5		1.5		-
Organization 12*		2.1 base	2.1		0.0
Organization 13*		2.3 base	2.3		0.0
Organization 14*		2.0 base	2.6		0.6
Organization 15*		3.1 base	3.1		0.0
				2.02	0.56 Average

	<u>2001</u> <u>Rating (1-4)</u>	<u>New Partners</u> <u>Base (1-4)</u>	<u>2002</u> <u>Rating (1-4)</u>	<u>AVERAGE</u> <u>TOTAL</u>	<u>COMPARE</u> <u>PROGRESS</u>
Media, Public Relations and Marketing					
Organization 1*		0.5 base	0.5		0.0
Organization 2**	-	-	-		-
Organization 3**	3.0		-		-
Organization 4**	2.5		-		-
Organization 5	1.5		1.7		0.2
Organization 6	1.5		1.8		0.3
Organization 7*		0.0 base	0.5		0.5
Organization 8*		0.0 base	1.5		1.5
Organization 9	1.5		1.5		0.0
Organization 10**	-	-	-		-
Organization 11	1.0		1.0		-
Organization 12*		3.3 base	3.3		0.0
Organization 13*		1.8 base	1.8		0.0
Organization 14*		3.8 base	3.8		0.0
Organization 15*		2.3 base	2.3		0.0
				1.78	0.23 Average

Advocacy and Constituency-Building/Membership					
Organization 1*		1.0 base	1.5		0.5
Organization 2**	-	-	-	N/A	-
Organization 3**	3.0		-	N/A	-
Organization 4**	3.0		-	N/A	-
Organization 5	1.5		2.0		0.5
Organization 6	1.5		2.0		0.5
Organization 7*		0.0 base	1.0		1.0
Organization 8*		1.0 base	2.0		1.0
Organization 9	1.5		1.5		0.0
Organization 10**	-	-	-	N/A	-
Organization 11	1.0		1.0		-
Organization 12*		3.2 base	3.2		0.0
Organization 13*		3.0 base	3.0		0.0
Organization 14*		3.0 base	3.0		0.0
Organization 15*		3.4 base	3.4		0.0
				2.15	0.32 Average

Monitoring and Evaluation	2001 Rating (1-4)	New Partners Base (1-4)	2002 Rating (1-4)	AVERAGE TOTAL	COMPARE PROGRESS
Organization 1*		0.5 base	0.5		0.0
Organization 2**	-	-	- N/A		-
Organization 3**	2.5		- N/A		-
Organization 4**	2.5		- N/A		-
Organization 5	1.5		2.0		0.5
Organization 6	1.5		2.5		1.0
Organization 7*		0.0 base	1.0		1.0
Organization 8*		0.0 base	1.0		1.0
Organization 9	1.5		1.5		0.0
Organization 10**	-	-	- N/A		-
Organization 11	1.0		1.0		-
Organization 12*		3.0 base	3.0		0.0
Organization 13*		2.0 base	2.0		0.0
Organization 14*		2.0 base	3.0		1.0
Organization 15*		2.6 base	2.6		0.0
				1.83	0.41 Average

TOTAL

R-IBA DATA SHEET

First name:	Family name:
Tel.:	E-mail:
Fax:	Mobile:
Office address:	
Position:	
Working for CEELI since:	On function(s):

Please rank your knowledge of the following subjects by giving five to the field you know best and one to the one you are least familiar with:

1. Organizational Assessment	5	7. Operational and Systems Management	5
2. Strategic Analysis and Planning	5	8. Fundraising	5
3. Governance	5	9. Media, Public Relations and Marketing	5
4. Project Design and Implementation	5	10. Advocacy and Constituency-Building	5
5. Financial Planning and Management	5	11. Monitoring & Evaluation Techniques	5
6. Human Resource Management	5	12. Training - for -Trainers	5

Please select the fields inside particular topics where you feel most confident or have the most knowledge, and attach a number accordingly:

<i>Organizational Assessment</i>	
• Identification and analysis of factors inhibiting organizational development	5
• Recommendation of appropriate remedies and interventions	5

<i>Strategic Analysis and Planning</i>	
• Developing and articulating a clear mission	5
• Analysis of internal and external factors, opportunities and obstacles	5
• Setting goals and objectives	5
• Development of detailed strategies	5
• Financial, human resource, and systems planning	5
• Managing change	5

<i>Governance</i>	
• Structure and statutes	5
• Role of board or governing body versus Management	5
• Leadership and decision-making	5
• Effective use of committees and working groups	5

<i>Project Design and Implementation</i>	
• Needs assessment	5
• Developing a project from concept to realization	5
• Detailed action planning and budgeting	5
• Project management	5

<i>Financial Planning and Management</i>	
• Developing and monitoring organizational budgets	5
• Designing financial procedures and reports	5
• Financial transparency	5
• Diversifying sources and types of funding	5
• Financial independence and sustainability	5

<i>Human Resource Management</i>	
• Recruiting and motivating staff and volunteers	5
• Fair labor practice, policies and procedures	5
• Team development and work coordination	5
• Ongoing development of staff/volunteer skills and capacities	5

<i>Operational and Systems Management</i>	
• Effective internal and external communications and information exchange	5
• Maximizing use of facilities and resources	5
• Using technology, software and hardware systems	5
• Time management	5

<i>Fundraising</i>	
• Identifying appropriate funders	5
• Proposal design and budgeting	5
• Developing and maintaining relations with Funders	5
• Unlocking community resources (financial, in-kind, and volunteerism)	5
• Developing self-financing services	5

<i>Media, Public Relations and Marketing</i>	
• Techniques for getting publicity and working with the media	5
• Managing public perception through media	5
• Role of public spokesperson	5
• Marketing services, publications and programs	5

<i>Advocacy and Constituency-Building</i>	
• Cooperation between government, public and private sectors	5
• Networking with peer organizations	5
• Building a coalition	5
• Promoting organizational membership and membership services	5
• Generating community support	5

<i>Monitoring and Evaluation Techniques</i>	
• Why, what and when to evaluate	5
• Monitoring and evaluation techniques (quantitative and qualitative)	5
• Self-evaluation versus external evaluation	5

• Disseminating the results of evaluation	5
• Learning from evaluation	5

<i>Training-for-Trainers</i>	
• Design, implementation and evaluation of training	5
• Interactive approaches and techniques	5
• Use of multi-media in training	5

<i>Methods and Approaches</i>	
• Training, seminars and workshops	5
• Facilitation of meetings and/or planning sessions	5
• Tailored individual or group work or consultations	5
• Provision of materials and practical examples	5
• Promoting networking among ABA CEELI partners	5
• Other: Please specify here	5

Please, provide information about your experiences (rank), including time before working for CEELI:

<i>Organizations you work(ed) with were</i>		
• Judges and lawyers	Explanation	5
• Human Rights organizations	Explanation	5
• Environmental organizations	Explanation	5
• Organizations for children and youth	Explanation	5
• Women organizations	Explanation	5
• Humanitarian organizations	Explanation	5
• International NGOs	Explanation	5
• Combined organizations (i.e. main international office with locally registered offices in other countries)	Explanation	5
• Umbrella (roof) organizations with member associations	Explanation	5
• Mediators' organizations	Explanation	5
• Governmental institutions	Explanation	5
• Other institutions	Explanation	5
• Artistic organizations	Explanation	5
• Sports organizations	Explanation	5
• Educational organizations	Explanation	5
• Regional organizations	Explanation	5
• Professional organizations (other than judges and lawyers)	Explanation	5
• Informal groups/organizations	Explanation	5
• Other (please specify)	Explanation	5

Please rank how much your work fits these Program Areas, and which partner organizations you work with belong to these areas

1. Judicial Reform	5	Organization	5
2. Gender Issues	5	Organization	5
3. Anti-Corruption/Public Integrity	5	Organization	5
4. Legal Profession and Education (includes Legal Education Reform/Clinical Legal Education)	5	Organization	5
5. Conflict Prevention and Resolution	5	Organization	5
6. Citizen's Rights Advocacy	5	Organization	5
7. Other: Please specify here	5	Organization	5

<i>Events where you were</i>	Organizer	Trainer	Participant
• Conferences	5	5	5
- Local	5	5	5
- Regional	5	5	5
- International	5	5	5
• Trainings	5	5	5
- Local	5	5	5
- Regional	5	5	5
- International	5	5	5
• Workshops	5	5	5
- Local	5	5	5
- Regional	5	5	5
- International	5	5	5
• Round tables	5	5	5
- Local	5	5	5
- Regional	5	5	5
- International	5	5	5
• Seminars	5	5	5
- Local	5	5	5
- Regional	5	5	5
- International	5	5	5
Long-term projects Please specify here	5	5	5
Please specify here	5	5	5
Please specify here	5	5	5
Please specify here	5	5	5
• Other: Please specify here	5	5	5
Please specify here	5	5	5
Please specify here	5	5	5
Please specify here	5	5	5

What is the size of the group you feel most comfortable with in your work, for which topic/subject and method? Do you prefer working alone or in a team (as a trainer)? In what setting do you feel most confident?

<i>Topic</i>	<i>Group size</i>	<i>Method/approach</i>	<i>Work</i>	<i>Setting</i>
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference
Select IB Topic	Select	Select preference	Select preference	Select preference

Presentation styles

<i>Please rank how much you use (A) and have expertise (B) with the following:</i>	A	B
• Consultations	5	5
• Facilitation	5	5
• Lecture (you speak, participants listen)	5	5
• Lecture with visual aids	5	5
• Interactive discussion between participants	5	5
• Participants' actively involved in your presentation	5	5
• Plenary	5	5
• Working in small groups and reporting out to the plenary group	5	5
• Illustrative games and exercises	5	5
• Case studies	5	5
• Brainstorming	5	5
• Role plays	5	5
• Learning by doing (hands-on)	5	5
• Open Space Technology	5	5
• Circle facilitation	5	5
• Field visits for participants (i.e. to a local NGO)	5	5
• Slides	5	5
• Overhead projector and transparencies	5	5
• Computer presentations (i.e. PowerPoint)	5	5
• Flip-charts	5	5
• Handouts	5	5
• Jokes	5	5
• Anecdotes (story-telling)	5	5
• Microphone	5	5
• Simultaneous translation (professional)	5	5
• Video (VHS, TV, etc.)	5	5
• Audio (i.e. music)	5	5
• Variety of all of the above	5	5
• Other: Please specify here	5	5

Languages

Please mark the languages you speak, read and write in and to what level. Rank your ability to translate (prepare or adapt materials) and train (IB-wise) in these languages.

Native language:					
Other language(s)	Speak	Read	Write	Translate	Train
1. English	5	5	5	5 Select	5
2. Russian	5	5	5	5 Select	5
3.	5	5	5	5 Select	5
4.	5	5	5	5 Select	5
5.	5	5	5	5 Select	5

Computer and technical skills

Please rank your skills with the following:

Application/utility	Know about	Use	Customize/ Set up	Teach others	Produce materials
Microsoft Word	5	5	5	5	5
Microsoft PowerPoint	5	5	5	5	5
Microsoft Excel	5	5	5	5	5
Microsoft Access	5	5	5	5	5
Microsoft Outlook	5	5	5	5	5
Microsoft Outlook Express	5	5	5	5	5
Microsoft Front Page	5	5	5	5	5
Microsoft Exchange	5	5	5	5	5
Internet Explorer	5	5	5	5	5
Netscape	5	5	5	5	5
Adobe Acrobat	5	5	5	5	5
Adobe Acrobat Reader	5	5	5	5	5
Adobe Acrobat Distiller	5	5	5	5	5
Adobe Photoshop	5	5	5	5	5
Adobe Illustrator	5	5	5	5	5
Adobe Page Maker	5	5	5	5	5
QuarkXPress	5	5	5	5	5
Other: Please specify here	5	5	5	5	5
Faxing from your computer	5	5	5	5	5
Scanning and editing pictures	5	5	5	5	5
Networking	5	5	5	5	5
Virus protection	5	5	5	5	5
Web-based research	5	5	5	5	5
Web-boards, forums, etc.	5	5	5	5	5
Databases	5	5	5	5	5
Fonts	5	5	5	5	5
Keyboards (different languages)	5	5	5	5	5
Sound	5	5	5	5	5
Desktop publishing (pre-press)	5	5	5	5	5
Cross-application handling	5	5	5	5	5
Other: Please specify here	5	5	5	5	5
LCD projector/screen/computer	5	5	5	5	5
Electricity, light, wires, etc.	5	5	5	5	5
What do you do when there is something wrong with your computer?	Select				
Arranging space for an event	Select				

Private information

Home address:	
Home phone:	Privat mail:
Birth date:	Birth place:
Special interests:	

Please, put here anything you consider relevant or that you wish to share with other R-IBAs

--



FOCAL AREAS

1. Judicial Reform

1. Judicial Accountability and Transparency
2. Judicial Education (including Judicial Training Centers)
3. Judicial Outreach to the Public
4. Judicial Associations
5. Court Administration/Computerization
6. Judicial Reform Index Implementation
7. Structural Safeguards (e.g., judicial immunity)

2. Gender Issues

1. Domestic Violence
2. Human Trafficking (see also Anti-Corruption Focal Area below)
3. Sexual Harassment and Discrimination
4. Women's Rights Advocacy Training for Lawyers and Non-lawyers
5. "CEDAW Assessment Tool"
6. CEDAW Training
7. Legislative Drafting on Gender-related Issues (e.g., Domestic Violence and Anti-Trafficking Laws)

3. Anti-Corruption/Public Integrity

1. National Anti-Corruption Strategy and Action Plan Development
2. Conflict of Interest Rules and other Public Integrity Measures
3. Freedom of Information Law Monitoring and Enforcement
4. Awareness Raising/Civic Education Relating to Corruption
5. Drafting of Ethics Codes (e.g., for Judges, Lawyers, and Public Officials)
6. Financial Crimes Investigation and Prosecution Training (e.g., Money Laundering)
7. Legislative Drafting Relating to Preventive and Enforcement Tools and Institutions
8. Human Trafficking (see also Gender Issues Focal Area above)

4. Legal Profession Reform

1. Legal Ethics
2. Prosecutor Training
3. Defense Bar Training
4. Advocacy Skills Training
5. Continuing Legal Education Development
6. Bar Association Development
7. Bar Examinations and Standards for Entry into the Legal Profession
8. Human Rights Advocacy
9. Grassroots/Community-based Legal Advocacy Initiatives

5. Legal Education Reform

1. Clinical Legal Education
2. Curriculum Development
3. Law Student Association Development
4. Civic Education/"Street Law"
5. Moot Court/Mock Trials
6. Law School Accreditation Standards
7. Textbook Development

6. Conflict Mitigation And Post-Conflict Transition

1. War Crimes Documentation and Reporting
2. Human Rights Violations Documentation and Reporting
3. Public Outreach and Education on War Crimes Tribunals
4. "ICCPR Index" Implementation (International Convention on Civil and Political Rights)
5. International Humanitarian Law Training
6. Conflict Management Training (Primarily for Legal Professionals)
7. Alternative Dispute Resolution/Mediation



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Partner Organizations by Focal Area (percentage)

Number of Trainings for Priority and
Non-Priority Partners by Topic

Trainings by Topic (percentage)

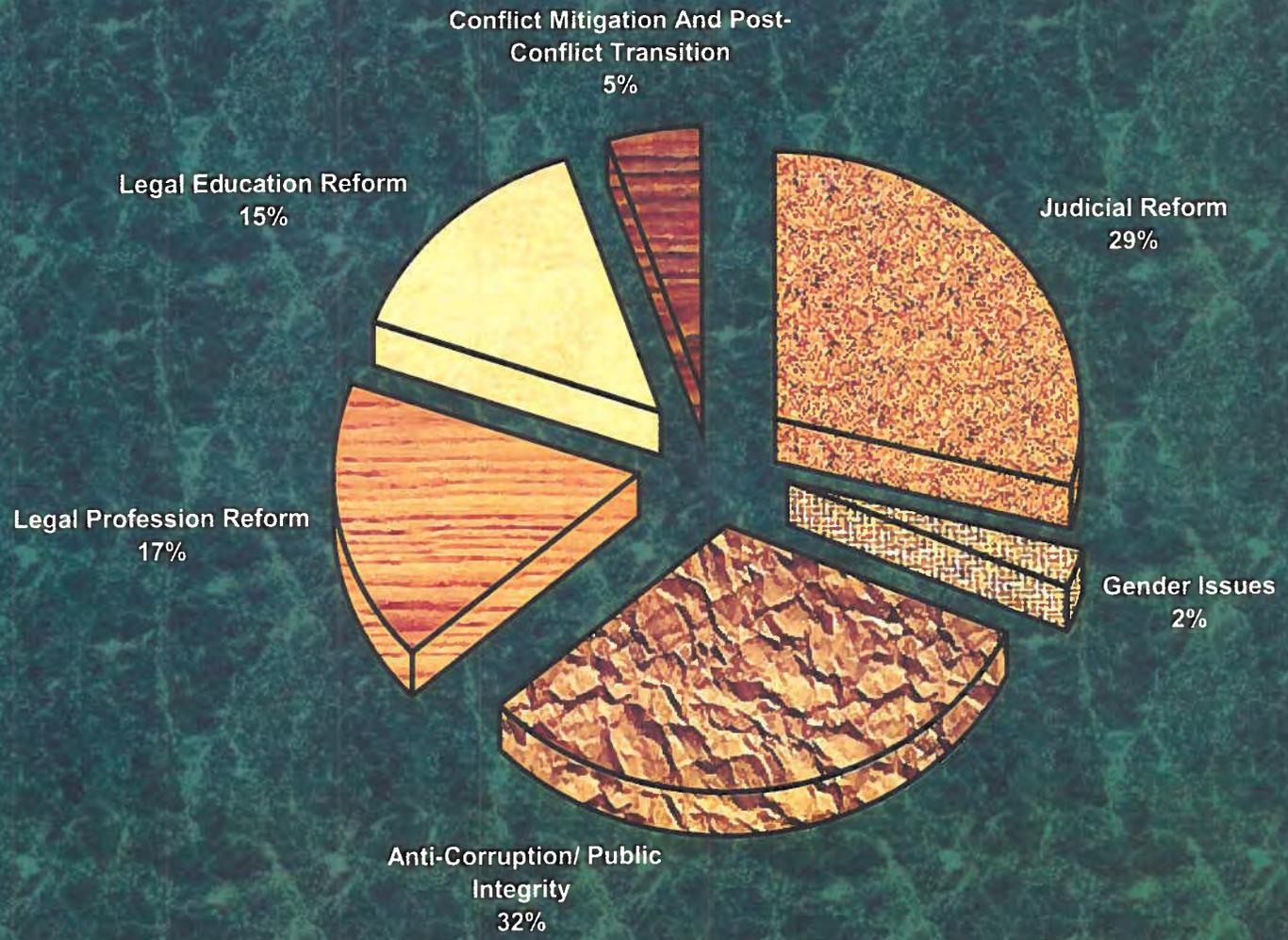
Training Topics for Priority and Non-Priority Partners

Number of Organizations Trained by Topic

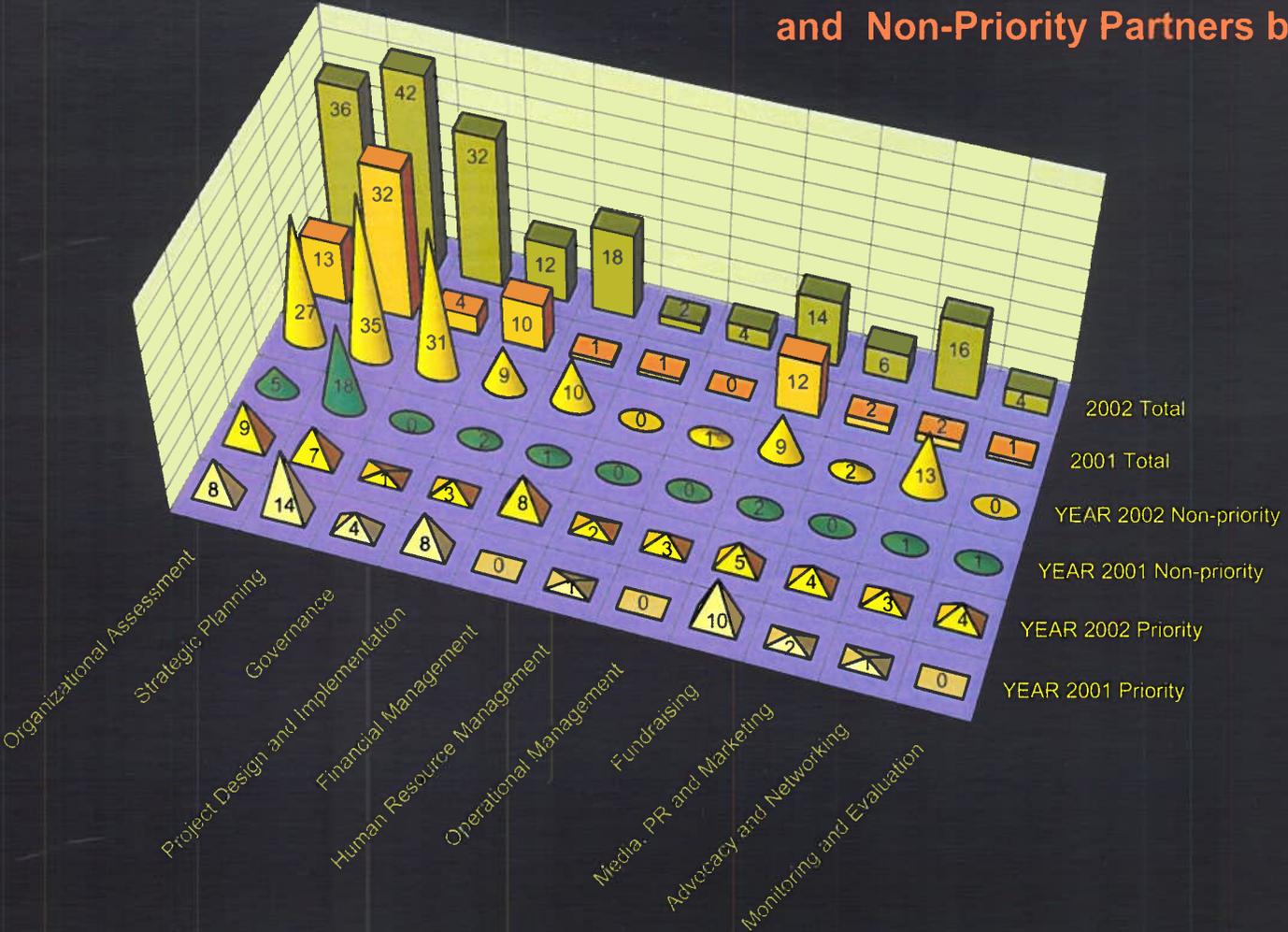
Trainings for Priority and Non-Priority Partners (Trends)

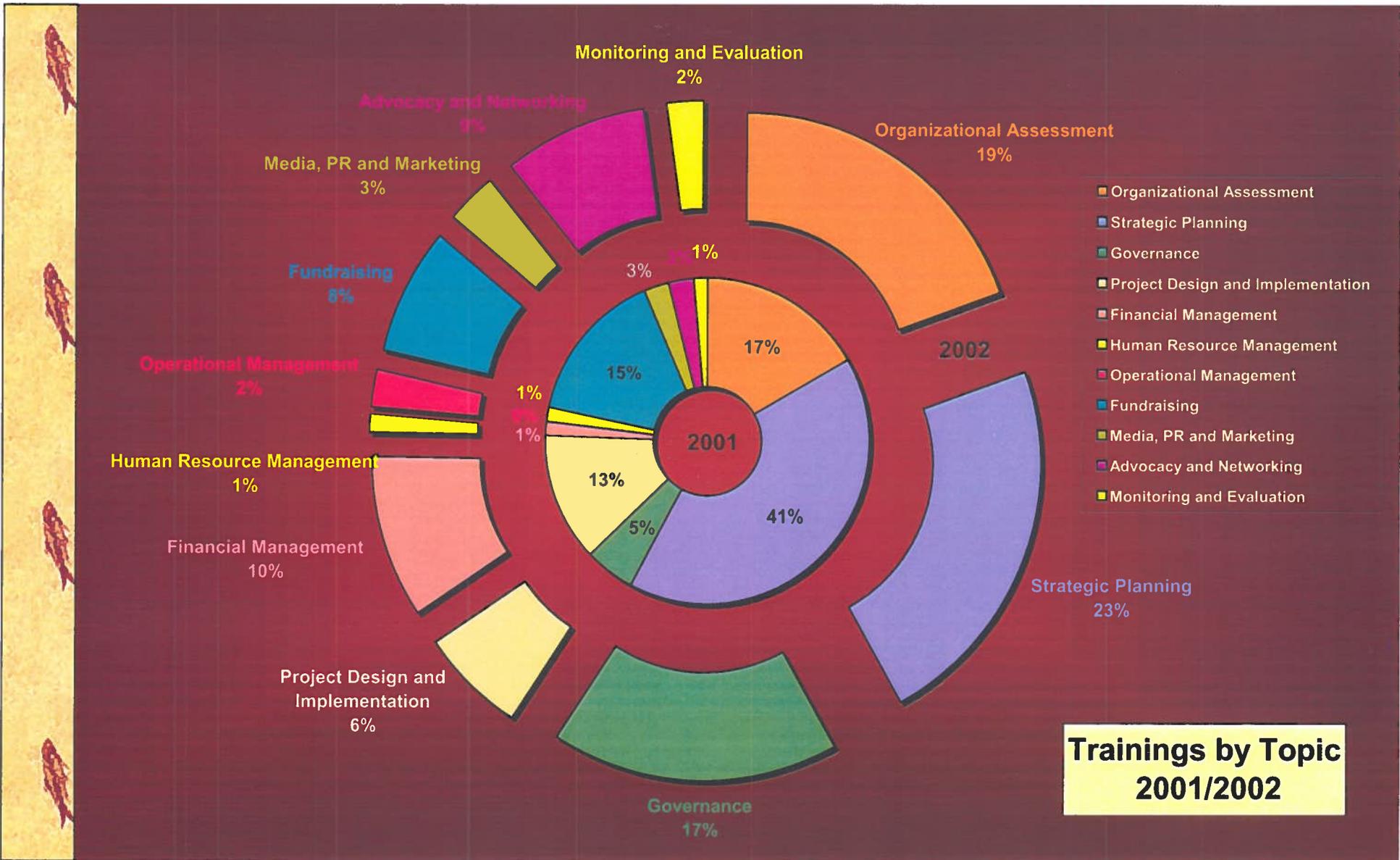
RIBA Interventions by Topic within CEELI Focal Areas

CEE RIBA Program - Partner Organizations by Focal Areas (2002)

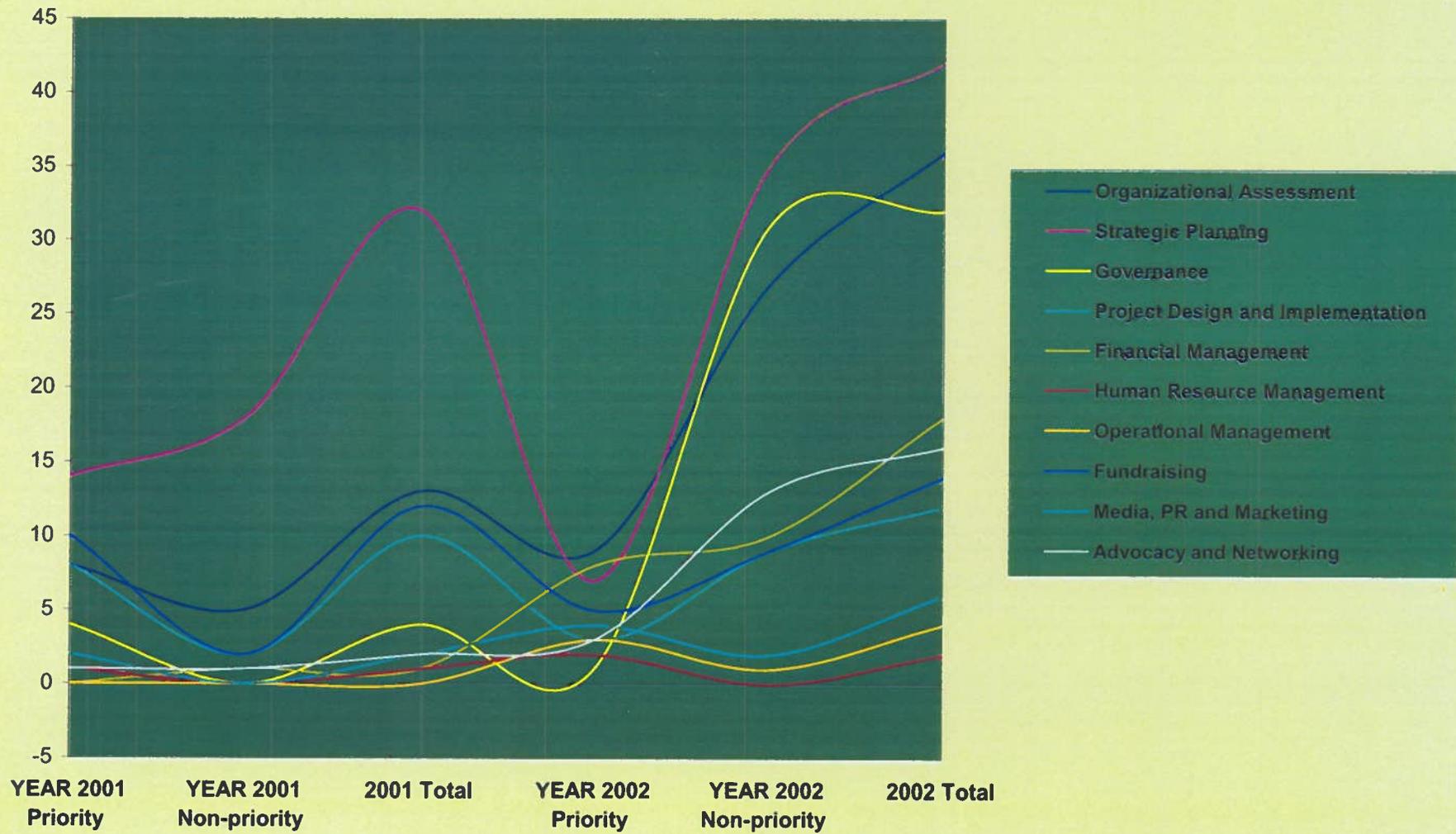


Number of Trainings for Priority and Non-Priority Partners by Topic

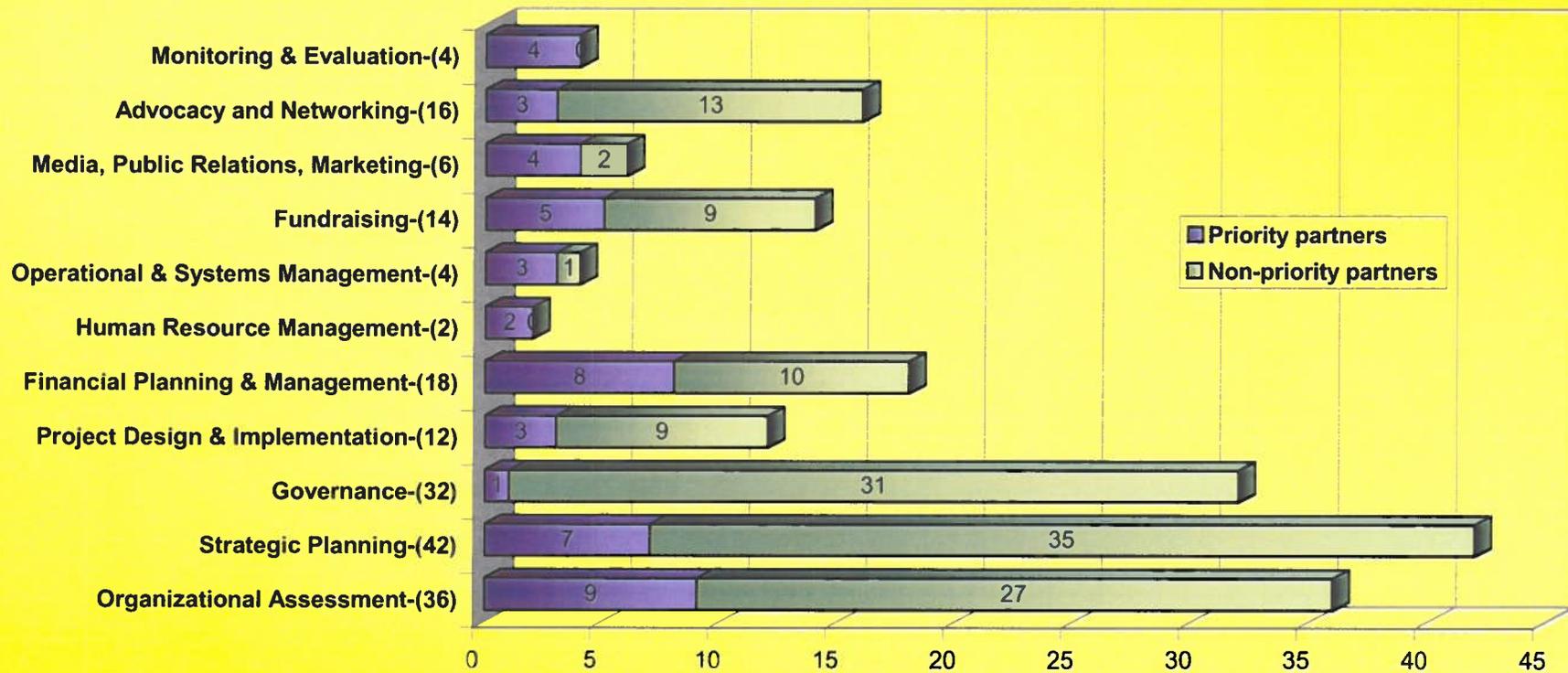




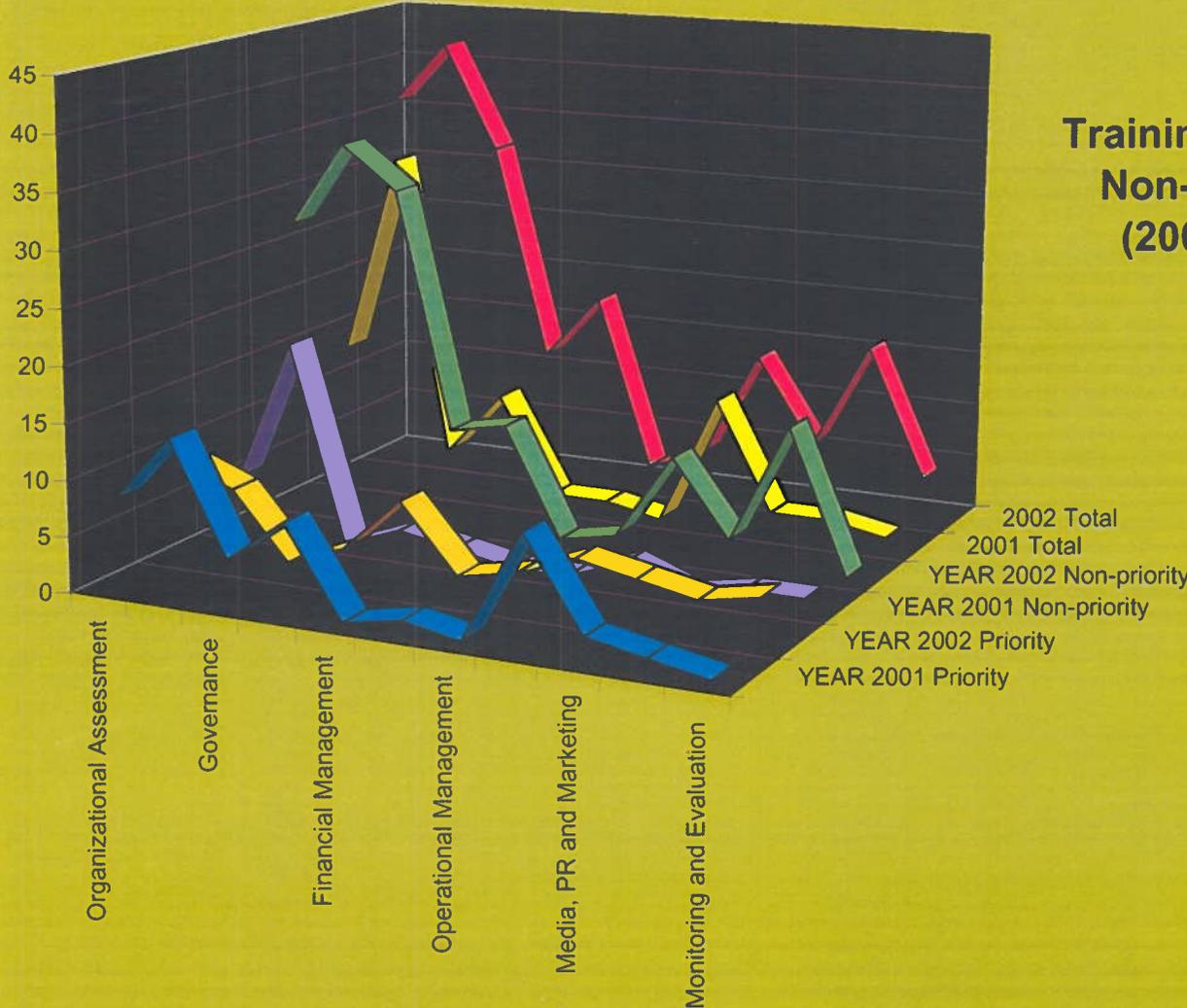
Training Topics for Priority and Non-Priority Partners (2001-2002)



CEE RIBA Program Number of Organizations Trained by Topic (2002)



Trainings for Priority and Non-Priority Partners (2001-2002 Trends)



- YEAR 2001 Priority
- YEAR 2002 Priority
- YEAR 2001 Non-priority
- YEAR 2002 Non-priority
- 2001 Total
- 2002 Total

CEE RIBA Intervention by Topic within CEELI Focal Areas (2002)





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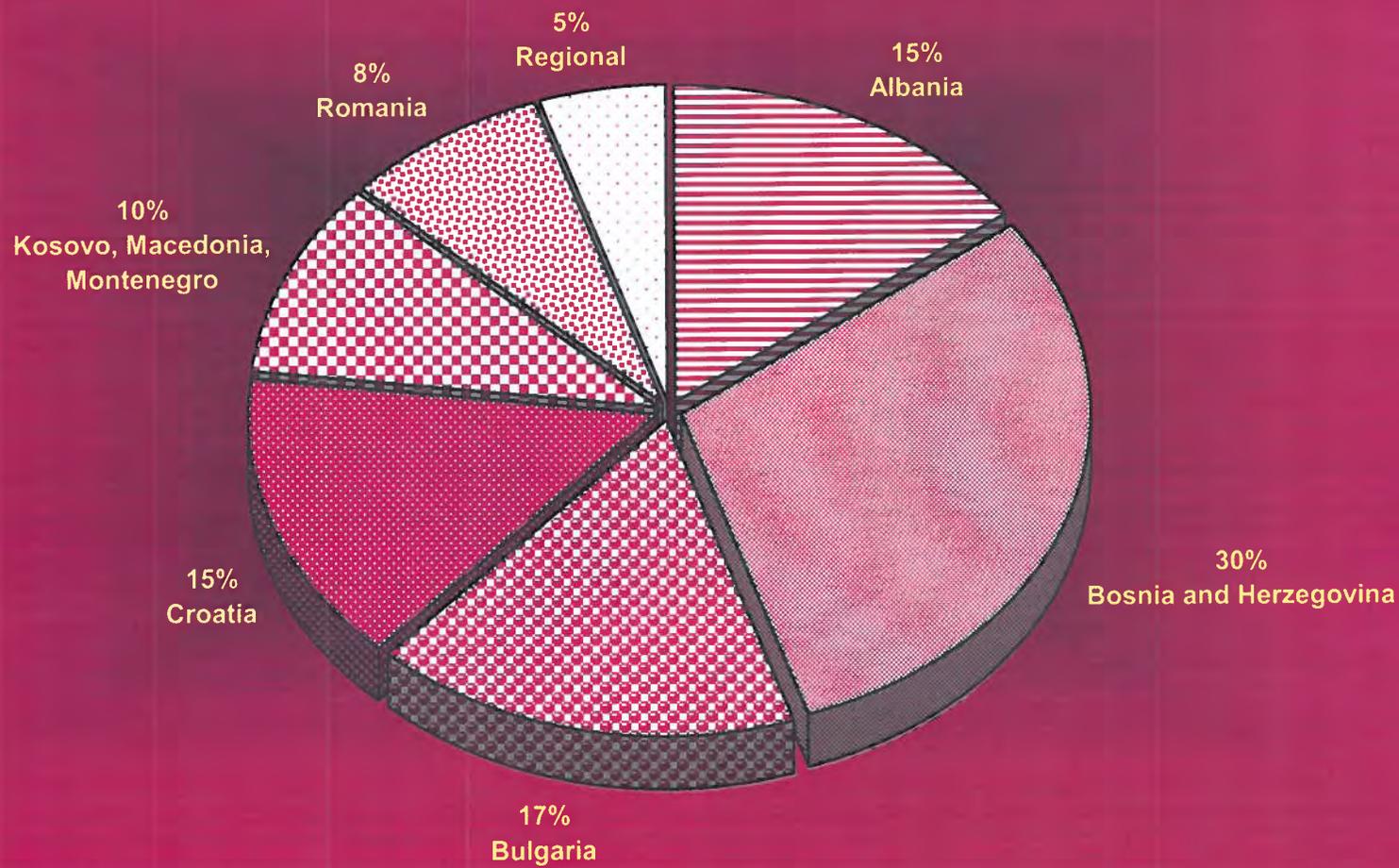
RIBA Director Time Allocation by **Country**

RIBA Director Time Allocation by **Activity**

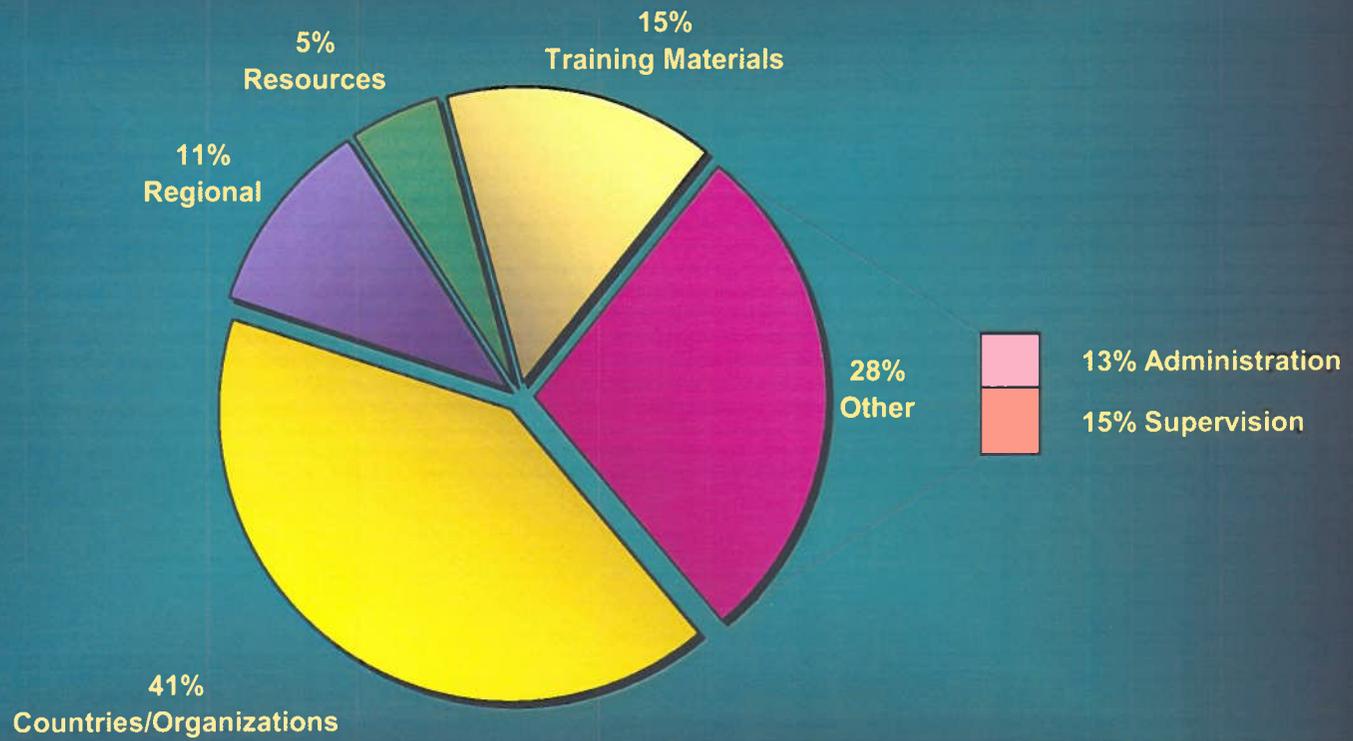
RIBA Deputy Time Allocation by **Country**

RIBA Deputy Time Allocation by **Activity**

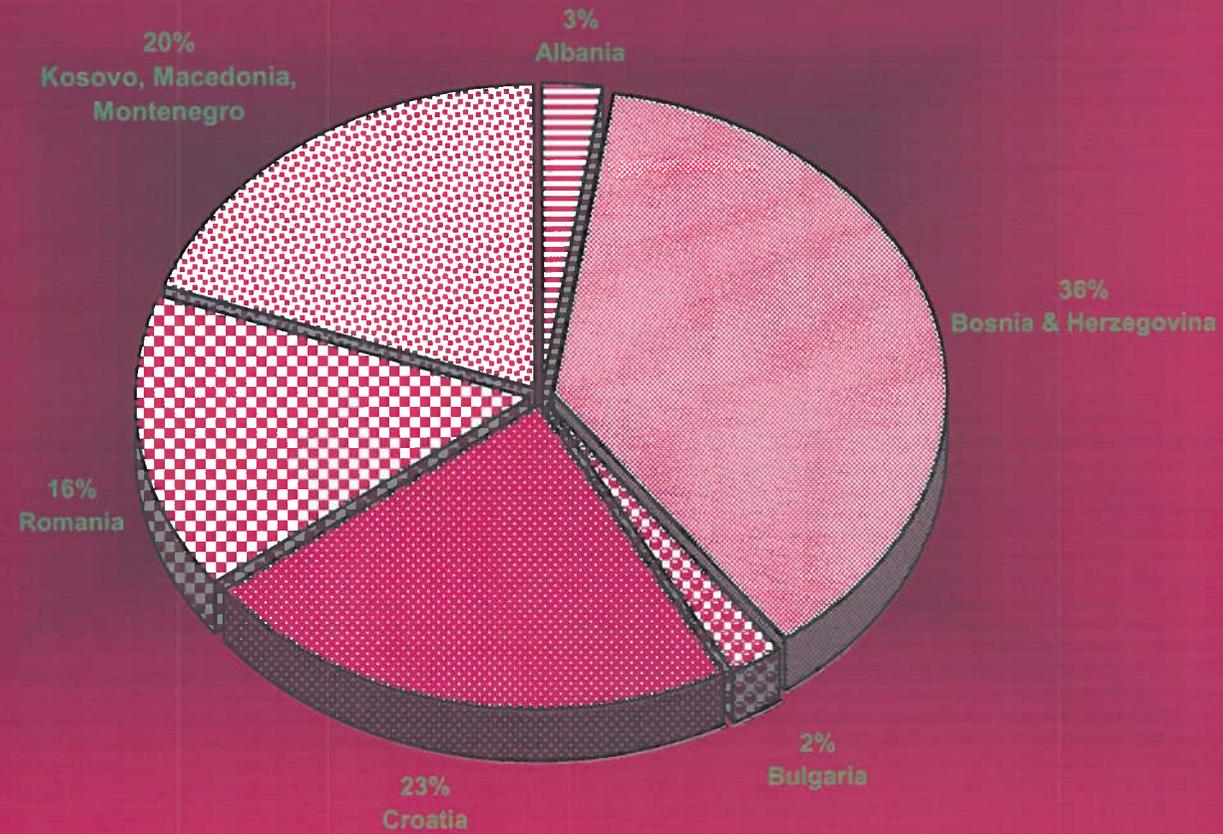
RIBA Director Time Allocation by Country (2002)



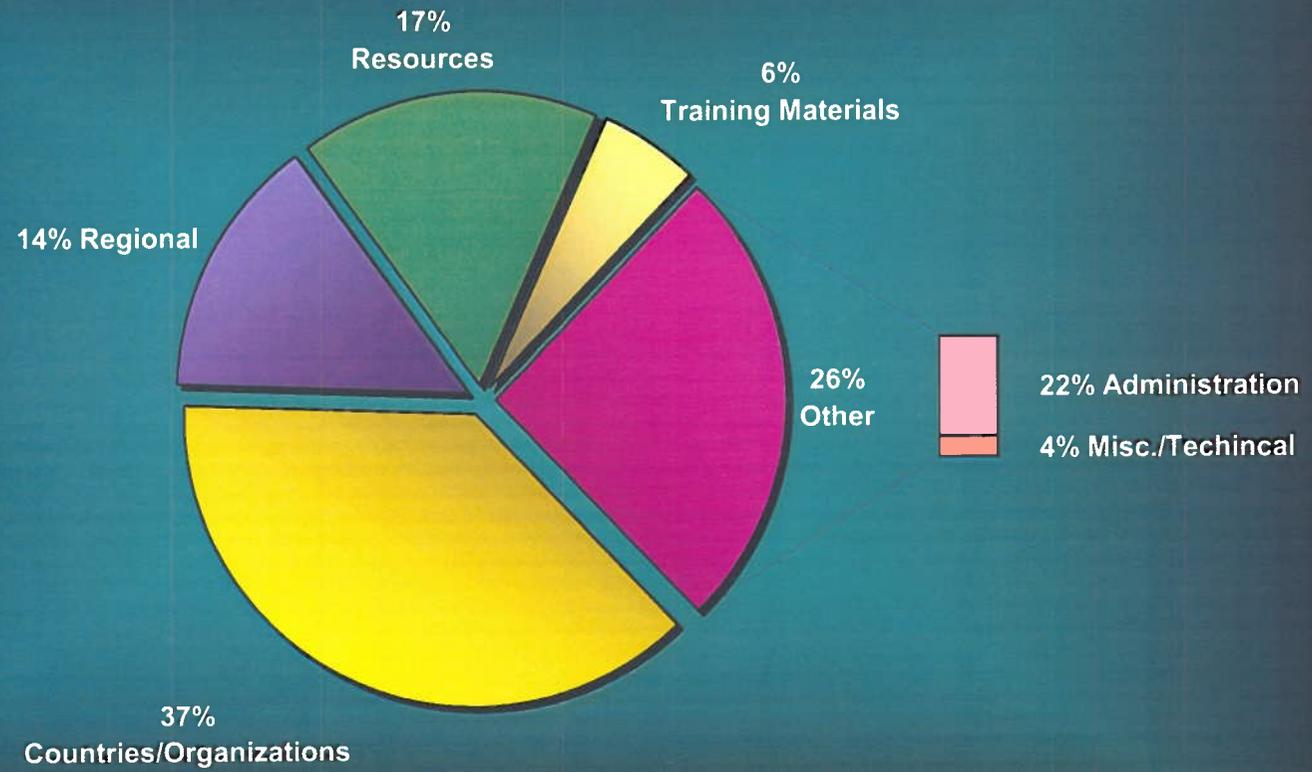
RIBA Director Time Allocation by Activity (2002)



RIBA Deputy Time Allocation by Country (2002)



RIBA Deputy Time Allocation by Activity (2002)





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Appendix 17

Individual Partner Organizations
(Summary)



CEE Regional Institution Building Advisor (RIBA) Program

Individual Partner Organizations

(Updated: 5/24/03)

Priority Partners	3
ALBANIA	3
Association of Young Lawyers of Albania (AYLA)	3
BOSNIA AND HERZEGOVINA	4
Association of Judges in the Federation of Bosna-Hercegovina (AJF)	4
Association of Judges and Prosecutors of Republika Srpska (AJPRS)	6
CSpi (FOAIA) Center	7
Mediators Association BiH (AM BiH)	8
BULGARIA	9
Bulgarian Judges' Association	9
Bulgarian Association for Alternative Dispute Resolution.....	10
CROATIA	11
Center for Peace, Legal Advice and Psycho-Social Assistance, Vukovar.....	11
Transition to Democracy (ToD).....	12
MACEDONIA	13
MONTENEGRO	13
Judges Association of Montenegro (JAM).....	13
Montenegrin Young Lawyers Association (MYLA)	14
Montenegro Jurists Association (MJA).....	15
SERBIA	17
Judges Association of Serbia (JAS)	17
Center for Human Rights-Law Resource Center and Law Library (LRC).....	18
Non-Priority Partners	20
ALBANIA	20
National Judicial Conference (NJC)	20
BOSNIA	21
Minor Offence Court Judges' Association	21
CROATIA	22
Association of Croatian Judges (ACJ)	22
Iskorak	23

Partnership for Social Development	24
Women Lawyers Association.....	25
ROMANIA.....	26
Iasi Magistrates' Association (IMA).....	26
Judges' Association of Brasov (JAB)	27

ALBANIA

Association of Young Lawyers of Albania (AYLA)	
<ul style="list-style-type: none"> • CONTACT INFO ◇ Mr. Naim Isufi, President Albanian Young Lawyers Association c/o SIGMA Rr. A. Frashëri, Sheshi Uilson TIRANË, P.O.B. 1714 Tel: ++355 4 258 254 Fax: ++355 4 258 253 E-mail: naimsig@icc-al.org 	<ul style="list-style-type: none"> • REGISTRATION INFO ◇ Registration number: Tirana Court Registration Decision No. 2558 ◇ Registration date: February 29, 1996
<ul style="list-style-type: none"> • BACKGROUND <p>The AYLA became active in 1996, and is currently headed by Naim Isufi. Its mission is to work for the welfare and training of young Albanian lawyers, provide access to European counterparts, and provide publications on legal systems and practices. Membership is open to lawyers under the age of 35, or those who have been practicing for less than three years. AYLA currently has 141 members, with about 40% in Tirana, and the remaining 60% in 9 branches throughout Albania. Annual membership dues of \$10 per year are difficult to collect. CEELI has provided funding for two members to attend the EU bar meeting in Italy. AYLA services include ad hoc legal training for lawyers on new civil codes, and brochures to assist NGOs in registration.</p>	
<ul style="list-style-type: none"> • INSTITUTIONAL CAPACITY ▪ Board meetings are conducted 4 times annually, and a general meeting occurs once per year. The organization has recently developed a basic written strategic plan. 	
<ul style="list-style-type: none"> • ACTIVITIES <p>1996-97</p> <ul style="list-style-type: none"> ▪ Civil code trainings: Employment, Shipping, Bankruptcy, Banking, Insurance <p>2002</p> <ul style="list-style-type: none"> ▪ Participated in RIBA fundraising training in Tirana <p>2003</p> <ul style="list-style-type: none"> ▪ Developed Strategic plan with RIBA assistance 	
<ul style="list-style-type: none"> • DESIRED PROJECTS <p>Currently, AYLA is most interested in conducting the following activities:</p> <ul style="list-style-type: none"> ▪ Training NGOs how to register (or re-register) under the new NGO registration law ▪ Increasing membership and outreach ▪ Re-organizing to be able to form working groups <p>Currently, AYLA is most interested in receiving the following:</p> <ul style="list-style-type: none"> ▪ Training in organizational structure and legal framework for NGOs ▪ One-week exchange of work place with EU bar association (on-site, on the job training) ▪ Collaboration on events, such as the National Day of Justice (with CEELI and the MOJ) 	
<ul style="list-style-type: none"> • POTENTIAL RIBA ACTIVITIES ▪ Strategic Planning (with branches) ▪ Fundraising strategy ▪ Advocacy and constituency-building ▪ Training-for-Trainers <p>AYLA was also interested in getting a list of NGOs in Albania. (This list is not available through the registration office, since it is intermingled with several types of registrations with no cross-reference.) The most comprehensive current list (about 110 NGOs), compiled by Partners for Democratic Change-Albania, was forwarded to Mr. Isufi by mail.</p>	

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BOSNIA AND HERZEGOVINA

Association of Judges in the Federation of Bosna-Herzegovina (AJF)

• CONTACT INFO

- ◇ Justice Vlado Adamović, President
- ◇ Ms. Tanja Hadziavdic, Assistant
Udruzenje sudija/sudaca u F BiH
Valtera Perica 15, 71 000 Sarajevo, BiH
Tel/fax: ++387 33 668 035
E-mail: usfbih@bih.net.ba , www.usfbih.ba

• REGISTRATION INFO

- ◇ Registration number: 03-011-1399/96
- ◇ Registration date: September 13, 1996.
- ◇ Tax identification number: 20218487

• BACKGROUND

The AJF was founded on September 13th 1996, as a voluntary, non-partisan, professional association dedicated to strengthening the judiciary and administration of justice in the Federation of Bosnia and Herzegovina. The AJF's goals include supporting the constitution, human rights, legal independence, and the efficient functioning of the judiciary; working for the professional advancement of judges, and cooperating with judges' associations at the national and international level. The members of the Association are judges and retired judges in all law courts. AJF has branches on the cantonal court level that gather all members of the Association in the respective area. The judges of the Constitutional Court, the Human Rights Court and the Supreme Court of the Federation of BiH form a separate branch. Each branch delegates one representative to the AJF Assembly for every five members of the branch. AJF has 400 members, and Justice Vlado Adamović, Judge of the Supreme Court of the Federation of BiH, is the President of the Association. The membership fee of 10 km per month is automatically deducted from the judges' (members') salaries. CEELI has funded the activities of AJF through Advocacy grants for five years.

• INSTITUTIONAL CAPACITY

- Apart from the Assembly, the Association has the Presidency (executive body) of 17 members that meets regularly, the Court of Honor, the Monitoring Council and Secretariat with a full-time assistant. The Association has established the Code of Judicial Ethics and the Rules of Procedure. The Association has a written strategic plan.
- Through training in project design, management and fundraising (conducted by the RIBA Team), the Assistant of the Association (Ms. Tanja Hadziavdic) has gained sufficient knowledge and skills to start with grant writing and fundraising for AJF's activities.
- Ms. Hadziavdic developed a project proposal for *Judiciary and Media* to be submitted to the Canadian Peace-building Response Program.

• ACTIVITIES

1999- 2000

- Conceived and adopted the Ethics Code and signed a joint Statement on Minimal Standards regarding ethical behavior of judges in the whole of Bosnia and Herzegovina, with the Association of Prosecutors of Federation of BiH and the Association of Judges and Prosecutors of Republic Srpska.
- Organized the "Train the Trainers" seminar for judges from both entities in cooperation with the Association of Judges and Prosecutors of Republic Srpska.
- Started issuing the Monthly Magazine
- Organized two seminars in cooperation with CEELI, for municipal courts judges in Gorazde Canton and Zenica-Doboj Canton.

2000 –2001

- Seminars and workshops sponsored by ABA/CEELI:
 - "Course on Judicial Reform in the Federation of Bosnia and Herzegovina", organized with the Federal Ministry of Justice
 - "The Course on Civil Procedure before the First Instance Court – Part 2" for judges of Zenica-Doboj Canton
 - "Failures in Criminal Court Judgments", "Detention" and "Criminal Offenses against Safety of Public Transportation" for judges of Una-Sana Canton
 - "Course on Civil Procedure" for judges of Middle-Bosnia Canton
 - "Actual problems in the Juvenile Criminal Judiciary" for judges working on juvenile cases on the Federal level

- o *“Significance and Function of the Legal Remedies in the Criminal Procedure” for judges of Sarajevo Canton*
- o *“Civil Procedure Practice” (with a special reference to rendering and writing the court decisions) for judges of Posavina Canton*
- o *“Course on Civil Procedure” (with a special reference to rendering and writing the court decisions in the first instance) for judges of West-Herzegovina Canton*
- o *“Failures in the Written Judgment as a Reason for Cancellation of Court Judgment” for judges of Tuzla Canton*
- o *“Implementation of the Law of Judges and Prosecutors’ Service in the Federation of Bosnia and Herzegovina” workshop for judges of Middle-Bosnia Canton*
- Seminar in collaboration with USAID:
 - o *“Management of the Stakeholders Associations – Introduction of New Concepts” for judges from Zenica-Doboj Canton and Sarajevo Canton*
- The Association has its representative in the Coordination Board for in-service training of judges and prosecutors in the Federation of Bosnia and Herzegovina and Republika Srpska
- Formed a Coordination Board with AJPRS to start activities regarding entry into European and World Associations of Lawyers.
- Constant contact with the Macedonian Association of Judges (permanent exchange of information through the Bulletin, visits of the Presidents of Macedonian Association and AJF and in-service training of judges held in Skopje).
- Established contacts with the Slovenian Association of Judges and Association of Croatian Judges.
- AJF has a representative in the Stability Pact Working Group for Media.
- Quarterly Bulletin

2002 – 2003

- Seminars on the Draft Law on Civil Procedure and the Law on Enforcement Procedures
- The first volume of “Law and Justice” magazine published and launched at a roundtable held in Sarajevo
- Two members of the AJF attended the first meeting of the Management Board of the Center for Education of Judges and Prosecutors (Federation)
- AJF actively contributes to the development of curricula of the newly established Judicial Training Centre in the Federation.

• DESIRED PROJECTS

- Training of journalists on legal and judicial procedures
- Activities regarding the Law on Institute for education of Judges and Prosecutors
- Initiating publication of brochures, Court Register, etc.
- Inner reorganization of courts – preparing new manual books, court discipline

• POTENTIAL RIBA ACTIVITIES

- Financial management
- Monitoring and evaluation

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Association of Judges and Prosecutors of Republika Srpska (AJPRS)

• CONTACT INFO

◇ Ms. Marijana Savic, Assistant
Udruzenje sudija i tuzilaca Republike Srpske
Kralja Petra I. Karadjordjevica 12
78 000 Banja Luka, BiH
Tel/fax: ++387 51 212 725
E-mail: maja@inecco.net

• REGISTRATION INFO

◇ Registration number: 83/98
◇ Registration date: May 19, 1988
◇ Tax identification number: N/A

• BACKGROUND

Formed in April of 1998, the Association has about 375 members, including about 80 prosecutors. Though membership to the organization is voluntary, 100% of judges and prosecutors in Republic Srpska are members, and the court cashier automatically deducts their dues payment of 10 DEM per month from their salary. An Advocacy Grant through ABA CEELI covered the direct operational costs plus the salary of the Secretary. AJPRS's stated priorities include an independent, functioning judiciary, a more active role in legislative activities, and inclusion in European and world legal professional associations

• INSTITUTIONAL CAPACITY

- The AJPRS has a Presidency of eight members that meets regularly, and the activities are implemented through boards and committees formed for particular areas or activities. The Association has a full-time assistant, and the office space is provided by the court. The AJPRS has a written strategic plan through the year 2003.
- Through RIBA training and mentoring in project design, management and fundraising, the Assistant of the Association (Ms. Maja Savic) has gained sufficient knowledge and skills to start with grant writing and fundraising for AJPRS's activities. Ms. Savic has prepared several project proposals that were approved by the AJPRS's Board and submitted to potential funders. Two of these projects have been funded by Open Society BiH: *Juvenile Delinquency* (8,450 KM) and *New Family Law in BiH* (7,125 KM).
- AJPRS President and several other members have been dismissed from their judicial duties, causing general uncertainty concerning the future plans of the Association. In response, Ms. Savic also decided to postpone work on their proposal for training and introduction of spokespersons in courts until the new President is elected.

• ACTIVITIES

- Workshops on civil and criminal law for District courts' judges and prosecutors (with assistance of CEELI)
- Round tables on war crimes, human trafficking, drug abuse
- Issuing the journal "Glasnik pravde"
- Round table - workshop on Juvenile delinquency
- Round table – workshop on the new Family Law in BiH
- Roundtable Enforcing a Moderate Law – Problems with Tax Fraud
- Workshop on the new BiH Law on liquidation
- Contributing to the development of curricula for the Judicial Training Center in Republika Srpska

• DESIRED PROJECTS

- Public spokespersons in courts
- Continuation of the Association's journal

• POTENTIAL RIBA ACTIVITIES

- Financial management
- Evaluation and reporting

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CSpi (FOAIA) Center, BiH

• CONTACT INFO

- ◇ Ms. Amira Krehic
Centar za slobodan pristup informacijama
Ferhadija 27/2, Sarajevo, Bosnia-Herzegovina
Tel/fax: ++387
E-mail: akrehic@ceeli.ba

• REGISTRATION INFO

- ◇ Registration number:
- ◇ Registration date:
- ◇ Tax identification number:

• BACKGROUND

The FOAIA Center, Centar za Slobodan Pristup Informacijama (CSpi), opened in February of 2002. To date it has worked on over 60 cases. Under the leadership of Director, Amira Krehic, the Center plans to register as an independent NGO. The CEELI work plan with USAID allows for the Center to become an independent sustainable NGO.

• INSTITUTIONAL CAPACITY

- Two employees and a CEELI Liaison work at CSpi. The Center is in the process of establishing procedures and operations, working towards becoming an independent, locally registered NGO.

• ACTIVITIES

- Working on individual cases, requesting and processing information on behalf of individual clients, mainly in regard to property rights, returnees' issues, etc.
- Providing "test" case submissions to institutions
- Worked with the RIBA team on strategic planning, public outreach and budgeting

• DESIRED PROJECTS

- Outreach and case management activities have been planned through December 2002

• POTENTIAL RIBA ACTIVITIES

- Fundraising
- Project design

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Mediators Association BiH (AM BiH)

• CONTACT INFO

✧ Goran Salihovic, President
The Association of Mediators in BiH (AM BiH)
Behdzeta Mutavelica
71000 Sarajevo, Bosna i Hercegovina
Tel/fax: ++387 (0) 35 244 078
E-mail: gorci@bih.net.ba

• REGISTRATION INFO

✧ Registration number:
✧ Registration date: November 2002
✧ Tax identification number:

• BACKGROUND

The Association of Mediators in Bosnia and Herzegovina was founded in April 2002, and formally registered in November 2002. The main goals of the Association are to provide a forum for introducing and promoting mediation as an alternative method for dispute resolution in Bosnia and Herzegovina, and to educate the judiciary and general population about the mediation process. Once the legal framework is in place, the Association will also provide mediation services. The Association plans to introduce mediation as a mechanism to help reduce the case load in courts all over Bosnia and Herzegovina and to offer citizens and legal entities more efficient and sustainable methods for dispute resolution. There are three types of membership in AM BiH: Full members (certified mediators and trainers), Associated members (all citizens interested in mediation, without voting rights), and Honorary members (for selected individuals who contribute to the work of the Association, without voting rights). The Association has 70 full members (judges, prosecutors, economists and social workers) and 600 associated members.

• INSTITUTIONAL CAPACITY

▪ The AM BiH has a Managing Board of five members and a Steering Board. The President of the Managing Board is the President and legal representative of the Association.

• ACTIVITIES

- Since the Association was recently founded, it has not implemented projects in the past, however its representatives and members of its Managing Board are experienced trainers in mediation, and all full members have experience in organizing round tables and presentations on legal and other issues. Members of the Association have established good relationships with the Ministry of Justice and representatives of the international community who are working on legal reform in the country.
- Members of the Managing Board have participated in drafting the Law on Mediation in Bosnia and Herzegovina.
- All five members of the Managing Board participated in a Project Design and Fundraising training held by the RIBA Team (November 2002)
- Proposal for Roundtables on Mediation submitted to Soros Open Society BiH (March 2003)
- Proposal for promotion of mediation in BiH submitted to the World Bank (March 2003)

• DESIRED PROJECTS

- Establish Mediation Center
- Introduce mediation into court procedures and everyday living
- Raise citizens' awareness of the benefits and advantages of mediation

• POTENTIAL RIBA ACTIVITIES

- Monitoring and Evaluation
- Strategic Planning and Implementation Planning
- Organizational and Systems Planning to set up Mediation Center

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BULGARIA

Bulgarian Judges' Association	
<ul style="list-style-type: none"> • CONTACT INFO ◇ Kapka Kostova, Chair of the Executive Board Bulgarian Judges Association Dragan Tzankov Boulevard, 6 Sofia 1040 Tel: ++359 2 661 004 Fax: ++359 2 661 679 E-mail: kostova@mail.bol.bg 	<ul style="list-style-type: none"> • REGISTRATION INFO ◇ Registration number: 121415520 (Sofia City Court decision No. 4940) ◇ Registration date: May 5, 1997 ◇ Tax identification number: 2220085441
<ul style="list-style-type: none"> • BACKGROUND <p>The BJA was established in 1997, to represent and promote the interests of judges, to link judges with the executive and legislative branches of the government, advocate for changes in legislation and participate in legislative drafting. The Association is open to all judges in Bulgaria; it has two regional branches and total of about 500 members. The membership fees of 12 leva per year are intended for the operational costs of the Association.</p>	
<ul style="list-style-type: none"> • INSTITUTIONAL CAPACITY ▪ The Association has an Executive Board consisting of five members, and the Head of the Executive Board is the Association's official representative. In November 2002, the BJA hired an Executive Director and obtained an office at the Court Palace of the Supreme Court of Cassation. A replacement Executive Director was hired in April 2003. 	
<ul style="list-style-type: none"> • ACTIVITIES ▪ Received a grant from PHARE to support an office and equipment for the BJA ▪ Received a grant from Open Society Fund to support a public relations officer in each of eight pilot courts (planned for early 2002) ▪ Prepared a draft of the first BJA journal 	
<ul style="list-style-type: none"> • DESIRED PROJECTS ▪ Introducing Public Relations officers in eight pilot courts ▪ Establishing local branches of BJA ▪ Publication of BJA journal 	
<ul style="list-style-type: none"> • POTENTIAL RIBA ACTIVITIES ▪ Strategic Planning and Implementation Planning ▪ Project design ▪ Fundraising 	

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Bulgarian Association for Alternative Dispute Resolution

• CONTACT INFO

- ◇ Zoia Gerasimova, President
Bulgarian Association for ADR
18 Veliko Tarnovo Str.
Plovdiv, Bulgaria
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E-mail: anna_od2002@yahoo.com (Ana Iordanova)

• REGISTRATION INFO

- ◇ Registration number: N498/2002
- ◇ Registration date: February 11, 2002
- ◇ Tax identification number:

• BACKGROUND

After receiving training in mediation, this 16-member Board, primarily consisting of working lawyers, has set up a center for mediation. Its immediate goals are to conduct outreach and marketing, develop case management systems and protocols and fundraise for the Center. Board members currently serve as volunteers for the Center; some wish to become permanent employees once funding is available.

• INSTITUTIONAL CAPACITY

- The Association received a grant from the Open Society Foundation to implement the "Family and Labor Law Mediation Project for Poor Citizens (February 2003).
- Procured office space and opened a Mediation Center (January 2003), currently staffed by volunteer Board members.

• ACTIVITIES

- RIBA Director conducted a training on Strategic Planning, Organizational Management, and Project Design for Fundraising (April 2002).
- RIBA Director conducted a training on Financial Management (February 2003).
- Organization is part of the newly forming National Association of Mediators, working with the Ministry of Justice to build mediation into legislation.

• DESIRED PROJECTS

- Labor Mediation
- Family Mediation

• POTENTIAL RIBA ACTIVITIES

- Monitoring and Evaluation
- Grant Reporting

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CROATIA

Center for Peace, Legal Advice and Psycho-Social Assistance, Vukovar	
<ul style="list-style-type: none">• CONTACT INFO◇ Ljubomir Mikic, President Centar za mir, pravne savjete i psihosocijalnu pomoc Antuna Tomasevica 32 32000 Vukovar, Croatia Tel/fax: ++385 032/ 413 319; 413 317 E-mail: centar-za-mir@vk.tel.hr	<ul style="list-style-type: none">• REGISTRATION INFO◇ Registration number:◇ Registration date:◇ Tax identification number:
<ul style="list-style-type: none">• BACKGROUND <p>The Center was established in August of 1996 and mainly works in the area of the Vukovar-Sirmium County. It is a member of the Coalition for Promotion and Protection of Human Rights in the Republic of Croatia (Legal Services Coalition). The main activities of the Center are in the areas of legal and human rights, peace and reconciliation, economic improvement and cross-border cooperation. Mr. Ljubomir Mikic is the President of the Center.</p>	
<ul style="list-style-type: none">• INSTITUTIONAL CAPACITY▪ The Center has a well-organized and functioning structure, meetings are held regularly and policies followed. The Center has a written strategic plan.	
<ul style="list-style-type: none">• ACTIVITIES<ul style="list-style-type: none">▪ Legal counseling▪ Computer workshops for judges▪ Conferences, round tables, etc.▪ Health campaign for citizen's awareness▪ Organizational Assessment conducted by RIBA (July 2002)▪ RIBA Training in Financial Management and preparation of full organizational budget (December 2002)	
<ul style="list-style-type: none">• DESIRED PROJECTS<ul style="list-style-type: none">▪ Regional events▪ Cross-border lobbying for changes in laws on property, human rights, and other	
<ul style="list-style-type: none">• POTENTIAL RIBA ACTIVITIES<ul style="list-style-type: none">▪ Evaluation and Reporting▪ Advanced Fundraising▪ Strategic Planning▪ Project Management	

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Transition to Democracy (ToD)

• CONTACT INFO

- ◇ Bogdan Denich, President
- ◇ Jelena Cukrov, Vice-president
- ◇ Zvezdana Cikota, Assistant
Transition to Democracy (ToD)
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Fax: ++385 1 3099 206
E-mail: todzg@zamir.net

• REGISTRATION INFO

- ◇ Registration number:
- ◇ Registration date:
- ◇ Tax identification number:

• BACKGROUND

This NGO is dedicated to the development of a political culture of democracy, opening a process of normalization between newly created states, exchange of opinions and experiences, return of displaced persons and refugees, and protection of human rights. Since 2000, ToD has been implementing a Legal Advice and Capacity-Building Program in co-operation with International Alliances, using MATRA Program funding from the Netherlands Ministry of Foreign Affairs. The main aim of this project is provision of legal advice and representation in court cases on an individual basis, lobbying for legislative changes, and contributing to the process of refugee return and reconciliation. ToD also organizes Legal Conferences twice a year.

• INSTITUTIONAL CAPACITY

- The organization has a Board, two part-time paid staff and many volunteers. The ToD uses office space recently provided by the City of Zagreb. Office costs and staff salaries are mostly covered from foreign donations and within costs of particular projects.

• ACTIVITIES

- Legal Advice and Capacity Building Program
- School of Democracy (every year)
- Legal Conferences (twice a year)
- RIBA Organizational Assessment conducted by Deputy (February 2003)
- Comparison of Status and Treatment of Employees on the Basis of Gender project funded by the Croatian Government
- Proposal on *Veterans for Future* submitted to Olof Palme Center
- Deputy consulted on Human Resource Management and development of job descriptions for paid employees

• DESIRED PROJECTS

- Lobbying for changes in legislation regarding property rights, synchronizing legislation on the regional level (within the "Dayton triangle")
- Representing clients/beneficiaries in disputes on property rights, human rights, extending the Legal Advice project and serving more beneficiaries
- Project for war veterans from Croatia, Bosnia and Herzegovina and Yugoslavia (*Veterans for Future*)
- Smaller awareness-raising and educational projects

• POTENTIAL RIBA ACTIVITIES

- Strategic Planning
- Project Design and Management
- Fundraising
- Evaluation

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MACEDONIA
(to be added in 2003)

MONTENEGRO

Judges Association of Montenegro (JAM)	
<ul style="list-style-type: none"> • CONTACT INFO ◇ Mr. Zoran Pazin, Secretary Judges Association of Montenegro Slobode 10 81000 Podgorica Tel/Fax: ++(381) 81 242 334 E-mail: uscg@cg.yu 	<ul style="list-style-type: none"> • REGISTRATION INFO ◇ Registration number ◇ Registration date ◇ Tax identification number:
<ul style="list-style-type: none"> • BACKGROUND <p>The main goals of the Association are to protect and enhance the independence of the judiciary through activities which promote professionalism and judicial work, to improve the status and reputation of the judiciary, to strengthen the rule of law, and to enhance professional skills by organizing training for judges and administrative staff working in the courts. Concrete achievements of the association include the establishment of an office for public administration, judicial administration and local governance and the creation of a judicial training center.</p>	
<ul style="list-style-type: none"> • INSTITUTIONAL CAPACITY ▪ Bodies of the Association include the Conference of the Association of Judges of Montenegro, Assembly, Executive Board, President and Secretary. The Conference of the Association of Judges of Montenegro is the highest body of the Association consisting of all the members of the Association. Assembly, Executive Board, President and Secretary are responsible to the Conference of the Association for their work. A meeting of the Conference is taking place at least once a year and the President of the Association chairs it. The Conference is convened by the Assembly at its initiative, at the initiative of the Executive Board or at the initiative of at least 1/3 of the members of the Association. The ▪ Assembly of the Association consists of the representatives of all the courts in the Republic of Montenegro - one representative for each court having up to 10 judges, two representatives for each court having up to 20 judges and three representatives for each court having over 20 judges The Assembly reelection period is four years. ▪ The Judges Association of Montenegro (JAM) established its first office in the fall of 1999 with one full time hired staff person to perform organizational and administrative work, including production of a membership newsletter, organization of regular Executive Board meetings and the annual meeting of the Assembly 	
<ul style="list-style-type: none"> • ACTIVITIES ▪ Participated in Regional Conference on Institution-Building issues (March 2002) and began drafting its Strategic Plan ▪ RIBA team conducted a training in Project Design and Fundraising (May 2003) 	
<ul style="list-style-type: none"> • DESIRED PROJECTS ▪ Improving the judges' position within the public, social and political system; ▪ Achieving effective communication within the Judges Association of Montenegro (JAM); ▪ Approaching the standards of the European Union; ▪ Realizing international exchange; ▪ Office premises of the Judges Association of Montenegro (JAM) 	
<ul style="list-style-type: none"> • POTENTIAL RIBA ACTIVITIES ▪ Operational and Systems Management ▪ Media and Public Relations ▪ Advocacy and Constituency Building 	

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Montenegrin Young Lawyers Association (MYLA)

• CONTACT INFO

- ◇ Mr. Boris Zekovic,
cell: ++(381) 67 235 941
boriszekovic@hotmail.com
- ◇ Svetlana Medojević, Secretary
cell: ++(381) 67 443 388
- ◇ Periša Perović, advperisa@cg.yu
- ◇ Dejan Radinovic, deja@cg.yu
Udruženje mladih pravnika Crne Gore
81000 Podgorica, Montenegro
Tel/Fax: ++(381) 81 633 969

• REGISTRATION INFO

- ◇ Registration number:
- ◇ Registration date:
- ◇ Tax identification number:

• BACKGROUND

Montenegrin Young Lawyers Association is a independent, voluntary, non-profitable, non-partisan association of young lawyers gathered for the purposes of improving position of young lawyers, establishing and developing international understanding, cooperation, legal ethics and personal contacts among young lawyers of different countries and legal systems, as well as for the purposes of preparing young lawyers for professional improvement of their work according to international standards

Goals of the Association are:

- Improvement of the position of young lawyers
- Additional education, connections with the world
- Developing and strengthening professional ethics and responsibilities of young lawyers
- International exchange of experience in the area of law with similar and related associations
- Encouraging inter-personal understanding
- Advocating respect for human rights, freedom of speech and information and open society
- Promoting obligations of young lawyers to influence improvement of the quality of community

• INSTITUTIONAL CAPACITY

- Bodies of The Association of Young Lawyers of Montenegro include the Assembly, Management Board, President, Secretary, and Supervisory Board. The Assembly of the Association consists of young lawyers who are members of the Association. The Assembly is convened and chaired by the President, and the Managing Board prepares meetings. The Assembly meets at least once a year at a regular meeting and an extraordinary meeting can be convened as necessary
- The Managing Board has seven members including the President who chairs and convenes regular monthly meetings. The President of the Association represents the Association in the country and abroad. The President of the UMP CG is at the same time the President of the Managing Board of the Association.
- The organization has a written strategic plan and a plan of activities

• ACTIVITIES

2000-2003

- Seminar "Techniques of Writing Laws" (September 2000);
- "Balkan Legal Forum", participation in the International Meeting of Lawyers in Sofia (November 2000);
- "Negotiation Techniques – Practical Skills for the 21st Century", seminar organized in cooperation with ABA CEELI and NDI (December 2000);
- Participation in the debate "Round Table on the Draft of the new Law on Courts" - Sveti Stefan (June 2001);
- Seminar "Introduction to EU Law" sponsored by OSCE and the Nansen Dialogue Center (July 2001);
- Participation in the International Meeting of Young Lawyers in Bologna (May 2002);
- English language course for young lawyers on legal terminology (July 2002);
- "Introduction to the American Legal System", Kolašin (July 2002);
- Participated in Regional Conference on Institution-Building issues (March 2002) and began drafting its Strategic Plan;
- RIBA team conducted a training in Project Design and Fundraising (May 2003)

• DESIRED PROJECTS

- October 2002 – December 2003:
 - *Verification of the action plan; attend an English language course organized by foreign donors; integration into the European Association of Young Lawyers by the end of 2003.*
- January – March 2003:
 - *Training in NGO management (ABA CEELI, NDI); training in evaluation of programs and projects; training in financial management; obtaining premises and basic equipment; providing domestic and foreign literature for education of its members and all interested persons.*
- Organizing Seminars on the following topics:
 - *Article 9 of European Convention on Human Rights – freedom of mind, conscience and religion*
 - *Law on Business Organizations – structure of business organizations management*
 - *Law on Criminal Procedure – Juvenile Criminal Law*
 - *Law on Pension and Disability Insurance - additions and changes to the Law focusing on age limitation as a condition for pension*
 - *Law on Income Tax of Individuals and Legal Bodies – Tax Registration Form*
 - *Draft Law on Health Insurance – the institute of family doctor*
 - *Draft Law on Health Insurance – voluntary insurance*

• **POTENTIAL RIBA ACTIVITIES**

- Monitoring and Evaluation
- Financial Planning and Management

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Montenegro Jurists Association (MJA)

• **CONTACT INFO**

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- ◇ Branislav Radulovic, Secretary
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E-mail: bane@mn.yu
Udruženje pravnika Crne Gore
Hercegovačka 104
81000 Podgorica
Tel/Fax: ++(381) 625 660 / 81 482 140
E-mail: mit@cg.yu

• **REGISTRATION INFO**

- ◇ Registration number:
- ◇ Registration date:
- ◇ Tax identification number:

• **BACKGROUND**

The Montenegro Jurists Association was formed in 1993 and was reregistered in 1999 according to the new law on NGOs. The main purpose of the Association is to raise the awareness of citizens concerning the importance of law and legal systems through the publication of two magazines, "The Legal Collection" and "The Right to Freedom" and by organizing round tables and seminars on issues such as judicial independence, tolerance and legislation. In addition, the Jurists' Association of Montenegro provides legal advice on current legislation.

• **INSTITUTIONAL CAPACITY**

- The governing bodies of the Association of Jurists of Montenegro include the President, Assembly, Management Board, Secretary, and Supervisory Board. Members of the Association are lawyers and other experts from similar professions who are associated for joint professional and general interests related to the creation and application of law. The Association of Lawyers has 120 registered members and it is open for new members.
- The organization has a written strategic plan.

• **ACTIVITIES**

1998-2003

- Actively involved in "Budva Lawyers Days", presenting reports and expert analysis from its members. (June 1998), (June 1999), (June 2002);
- Organized a seminar "Principles of Independent Judiciary and Approaching Reforms of Judiciary of Montenegro" (November 1998), Podgorica;
- Organized a conference on "Constitutional-Legal Aspects of the Yugoslavian Federation" (November 1998), Podgorica;

- A "Forum Juris" was created at the meeting of Management Board. The first guest speaker at the Forum was professor Slobodan Perovic from Belgrade on the topic "Rights and Tolerance", held on February 20, 1999 in Podgorica;
- Co-organized seminars on "Custody in Criminal Procedure" (November 1999), Podgorica; "Politics and Law" (November 1999) Podgorica; "Parliamentarism" (December 1999), Podgorica; "Judicial Reform in Montenegro" (December 1999), Podgorica; and "Principles of an Independent Judiciary and Justice: Possibilities and Perspectives";
- C- organized roundtables on the "Law on Courts" and the "Law on Local Self-Governance" (2001);
- Participated in Assembly of founders of the Institute for Public Administration, Judiciary and Local Governance;
- Organized a conference on the "Draft Law on Courts" (April 2000);
- Management Board created and published "Declaration on Constitutional System of Montenegro for the 21st Century" (November 2000), and wrote and published "The Opinion about Illegitimate and Unconstitutional Amendments on the Constitution of SRJ" (July 2000);
- The Association, along with with Center for Transition and Board for Human Rights, was actively involved in drafting the "Law on Conflict of Public and Private Interest" (2000);
- The Association was actively involved in many Seminars about the European Convention on the Protection of Human Rights, organized by CEDEM;
- Helped organize the Kopaonik School of Natural Law (December 2001);
- Civil code trainings: Employment, Shipping, Bankruptcy, Banking, Insurance;
- Participated in establishing the Association of Lawyers of Serbia and Montenegro (June 2002);
- Participated in Regional Conference on Institution-Building issues (March 2002) and began drafting its Strategic Plan;
- RIBA team conducted a training in Project Design and Fundraising (May 2003).

• **DESIRED PROJECTS**

- Educate lawyers to apply international legal standards
- Adequate and on-time reaction to violations of civil rights and normative protection of civil rights
- Expansion of legal culture
- Protection of civil and labor rights for members of the association
- Organization and office management (obtain office and equipment)
- Hire and train office staff (Director, Project manager, Program Manager, Administrator, Finance Manager)
- Organize two roundtables and conduct a press conference on the Constitution of Montenegro and relations with Serbia
- Organize a roundtable and conduct a press conference on the "Prososal on Conflict of Private and Public Interest"

• **POTENTIAL RIBA ACTIVITIES**

- Monitoring and Evaluation
- Financial Planning and Management
- Advocacy

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SERBIA

Judges Association of Serbia (JAS)	
<ul style="list-style-type: none"> • CONTACT INFO ◇ Mr. Omer Hadžiomerović, President of the Board Judges Association of Serbia Alekse Nenadovića 24/1 11000 Belgrade, Serbia Tel: ++(381) 11 3443 132 Fax: ++(381) 11 3443 505 E-mail: jaserbia@verat.net 	<ul style="list-style-type: none"> • REGISTRATION INFO ◇ Registration number: 585 ◇ Registration date: 13/07/2001, Belgrade
<ul style="list-style-type: none"> • BACKGROUND <p>The organization was founded in April 1997 by 5 'dissident' judges who publicly declared as unconstitutional the overturning of local elections. Of the approximately 2,500 judges in Serbia, 547 of them joined JAS despite the fact that Serbian authorities forbid them and threatened professional repercussions. The main goals of the Association are to promote the rule of law, independence and impartiality of courts, affirmation of the legal profession, improve the public image and material status of judges and to provide professional training for members.</p> <p>The following external and internal goals represent the Association's priorities:</p> <ul style="list-style-type: none"> ▪ Strengthen the independent judiciary through initiation of changes in the laws which regulate the judiciary of the Republic of Serbia; ▪ Improve the efficiency of courts through changes in laws and sub-legal acts; ▪ Raise the level of consciousness of citizens of Serbia regarding the importance of an independent and impartial judiciary through a public campaign; ▪ Increase the visibility of the JAS; ▪ Advance the legal profession through cooperation with scientific and educational institutions in the country and abroad. 	
<ul style="list-style-type: none"> • INSTITUTIONAL CAPACITY <p>The Association has 1,800 members and 19 branches organized within District Courts jurisdictions. The organization has a written strategic plan, which is pending adoption before Managing Board. This strategic plan includes the following organizational structure:</p> <ul style="list-style-type: none"> ▪ The Assembly of the JAS (all 1,800 members) appoint the President and Vice-President of the Assembly, members of Managing Board (19), Supervisory Board (3 members) and Court of Honour (4 members). ▪ The Management Board appoints the General Secretary of the JAS, 10 Commissions and branches. ▪ The JAS has a regular annual member meeting, and the Boards usually meet once per month. ▪ A quarterly bulletin is sent to members. 	
<ul style="list-style-type: none"> • ACTIVITIES <p>1997-2000</p> <ul style="list-style-type: none"> ▪ Two seminars on the Independence of the Judiciary; ▪ Organizing discussion on the "Draft Law on Courts and Judges"; ▪ Organizing a round table on the topic "Is There Corruption in the Judiciary?" <p>2001-2002</p> <ul style="list-style-type: none"> ▪ 467 sitting judges from ten cities attended various seminars (20) on the topics: "From Complaint to Judgment" and "From Charges to Verdict"; ▪ Organized a panel discussion, "Crisis and Renewal of the Law"; ▪ Organized two seminars on "Judicial Power" and three panel discussions on the "Status of the Judiciary"; ▪ Led eight professional discussions on "Judicial Reform and Laws on the Judiciary"; ▪ Panel discussion, "Financial Status of Judges as a Precondition to Judicial Independence"; ▪ Attended five "Train the Trainers" seminars; ▪ Two seminars on "Introduction to the new Law on Criminal Proceedings"; ▪ Seminar, "Regulations and System of Organization of UNMIK and Judiciary"; and ▪ Ten seminars in the area of commercial law. ▪ JAS branches organized numerous seminars on judicial ethics, human rights, international law, relationship between the courts and the media. Through JAS, many judges participated in seminars and round tables 	

organized by domestic and international NGOs on on freedom of speech and protection of human rights through practice of the Court in Strasbourg.

- In cooperation with the Ministry of Justice, JAS founded the Center for Education and Professional Improvement of Judges.

• **DESIRED PROJECTS**

Strategic goals and issues of the JAS:

- Advance JAS work through change in its organizational structure and general acts;
- Develop a fundraising plan;
- Strengthen JAS capacity, skills and knowledge of members through education;
- Inform members through publications (bulletin, monthly informer, website);
- Provide for the sustainability of the organization through membership fees, services, publications;
- Increase public visibility;
- Maximize internal and external communication and information exchange;
- Define the role of JAS in reform of the judiciary and courts; and
- Change JAS Statutes and General Acts to support changes in organizational structure.

• **POTENTIAL RIBA ACTIVITIES**

- Fundraising
- Governance and Committees
- Financial Planning and Management
- Operational and Systems Management
- Media, Public Relations and Marketing
- Monitoring and Evaluation
- Advocacy and Constituency Building
- Human Resource Management

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Center for Human Rights-Law Resource Center and Law Library (LRC)

• **CONTACT INFO**

◇ Ms. Lidija Vuckovic, Director
 Cell: ++(381) 63 863 5864
 Centar za ljudska prava
 TPC "Ambasador", room 3
 Strahinjica Bana bb, 18 000 Nis
 Serbia and Montenegro
 Tel/Fax: ++(381) 18 548 161
 E-mail: ni_cent@eunet.yu

• **REGISTRATION INFO**

◇ Registration number: 3/1-535/4-2000-07
 ◇ Registration date: September 28, 2000

• **BACKGROUND**

The Centre for Human Rights-Nis, was established in June 1998, as a project of The Belgrade Centre for Human Rights, financially supported by the Italian government. It became an independent organization in 2000. The Centre gathers young, educated people, interested in the process of transition in FRY and willing to contribute to stability, conflict resolution and peace in the region. The Centre for Human Rights-Nis is interested in working both in the local community and in South-Eastern Europe. The mission of the organization is promotion and education of human rights, developing democracy and popularizing and implementing the fundamental values of civil society.

Centre for Human Rights – Nis founded the Law Resource Centre (LRC) in April 2002. LRC has a Law Library with over 800 law-related books, several influential newspapers (e.g. Time, Newsweek, The Economist), 3 computers with law-related databases, an internet connection and a well-trained staff. LRC also covers various activities related to legal research, such as organizing lectures, books promotions, seminars and educational activities (e.g. computer courses for District Court judges). LRC was founded to improve services for law students and legal professionals

• **INSTITUTIONAL CAPACITY**

- Center for Human Rights - Nis has an Assembly, Main Board, President, management staff and staff engaged in specific activities (project coordinators and assistants).

- The Assembly has formal meetings twice per year (informally, the Assembly has meetings every month).
- Board meetings are conducted monthly.
- After the Strategic Planning workshop conducted by the Serbia RIBA (February 2003), the Center begun developing a written strategic plan.

• **ACTIVITIES**

1998

- “Teaching Human Rights”, a series of seminars on human rights in schools and pre-schools.
- Distribution of promotional materials for celebration of 50-year Anniversary of the Universal Declaration on Human Rights.

1999

- Distribution of information from the local and international NGO network during the NATO bombing of Serbia.

2000

- Participation in “Partnership for Democratic Changes”
- Round-table, “Roma Heading Toward Changes”
- Project “Use Your Rights” (education of students and members of independent student unions in the field of human rights)
- “We Can Live Together” (seminar/conference on issues of minority rights and fostering interethnic relations in Serbia and Montenegro, in the city of Ulcinj where Albanians are the majority)
- “Nis NGO Support for Strike”

2001

- Coordinated the OAZAH Network (campaign for promoting dialogue and tolerance in solving problems in Serbian and Montenegrin relations)
- Project “Group 1.0.0.” (support program for unemployed persons in region of Nis)
- Project “New Age” (education of young people in the field of human rights and in team work and project development)

2002

- “Legal Network” (network of 8 NGOs from Serbia, providing documents for IDPs from Kosovo, currently living in Macedonia)
- Project “Trust Again” (restoring public trust in the Police, education of policemen in the field of human rights, monitoring the work of Police and general preparation for community policing)
- “Law Library and Resource Centre” (supported by ABA-CEELI)
- “Equal laws for Everyone – Our Future is Europe” (supported by USAID/DTI)
- “Civil society Involvement in Poverty Reduction” (supported by Catholic Relief Services)

• **DESIRED PROJECTS**

The Center is currently developing or fundraising for the following projects:

- Continuation of Law Library and Resource Center work (with planned sustainability program)
- Social Dialogue Support in Nis (seminars and consulting activities for social dialogue on the local level)
- “Getting Ready for European Integration” (seminars for students of law and other social sciences)
- Training for Monitoring the State of Human Rights (in cooperation with Freedom House)

The Center is also interested in the following capacity-building activities:

- Revising the organizational structure
- Increasing capacity and funding

• **POTENTIAL RIBA ACTIVITIES**

- Governance
- Fundraising
- Human Resource Management
- Training for Trainers
- Monitoring and Evaluation Techniques
- Financial Planning and Management

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National Judicial Conference (NJC)	
<ul style="list-style-type: none"> • CONTACT INFO ◇ Justice Thimio Kondi, Chairman Tel/fax: ++355 	<ul style="list-style-type: none"> • REGISTRATION INFO ◇ Registration number: ◇ Registration date: ◇ Tax identification number:
<ul style="list-style-type: none"> • BACKGROUND <p>The NJC was founded on December 4th 1999 as an independent, professional association of judges from all levels of courts in Albania. The main objectives of NJC are strengthening the rule of law and judicial independence, protection and strengthening of judicial reputation, ethical standards, building skills and efficiency, improving the social and material situation of the judiciary, and cooperation with judges and organizations at the local and international level. Members of the NJC are active judges, who automatically become members as they take office, as well as retired judges who may be honorary members but do not have the right to vote. The membership fee is 200 lëke a month.</p>	
<ul style="list-style-type: none"> • INSTITUTIONAL CAPACITY <p>The NJC has the Executive Council of fourteen members. The Chief Justice of the Supreme Court is the Chairman of the Executive Council. By the Statute, the NJC has an Executive Secretary and the High Council of Justice, as well as the following Permanent Commissions: Budget; Continuous Professional Improvement; Disciplinary; Legislative Assistance; Relationship with other Powers, Institutions and other Domestic and International Organizations; and Nominating.</p>	
<ul style="list-style-type: none"> • ACTIVITIES <ul style="list-style-type: none"> ▪ RIBA Director conducted a 2-day training on Organizational Assessment, Strategic Analysis and Planning, Governance and Leadership and Financial and Programmatic Sustainability for 14 members representing various Committees of the Board (November 2002). 	
<ul style="list-style-type: none"> • DESIRED PROJECTS <ul style="list-style-type: none"> ▪ Strengthening the Rule of Law, status, reputation and material situation of judiciary ▪ Cooperation with judges and judges' associations locally and internationally ▪ Protection of human rights 	
<ul style="list-style-type: none"> • POTENTIAL RIBA ACTIVITIES <ul style="list-style-type: none"> ▪ The members of the NJC are highly factionalized over the organization's mission – some believe their only mandate is to select individuals for the High Judicial Council (as provided by law), while others want the organization to proactively advocate for judicial reform and improvement in the status of judges. Until this vital difference in mission is resolved, the RIBA should focus on Governance and Strategic Planning to directly resolve this issue within the membership. 	

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BOSNIA

Minor Offence Court Judges' Association	
<ul style="list-style-type: none"> • CONTACT INFO ◇ Mr. Goran Salihovic, President Minor Offence Court Judges' Association Fra Grge Martica 4, Sarajevo, Bosna i Hercegovina Tel/fax: ++387 	<ul style="list-style-type: none"> • REGISTRATION INFO ◇ Registration number: ◇ Registration date: ◇ Tax identification number:
<ul style="list-style-type: none"> • BACKGROUND <p>The MOC judges have drafted several new laws, now before the Ministry of Justice (MOJ) and the Office of the High Representative (OHR/IJC), aimed at improving the status and salary differential, and to comply with Article 6 "fair trial" stipulations. The BiH state level court provides for criminal, administrative and civil courts; the MOC judges want a separate court for minor offences. The MOC also wants to be included in a state-wide law on judicial and prosecutorial service, and has drafted amendments that are under consideration by the OHR/IJC. President Salihovic is energetic, reform-minded, and in favour of a state-wide (unified) vision for BiH (Federation and Republic Srpska). Twelve members of the MOC have been trained in Mediation (through the Canadian Institute for Conflict Resolution, which is now departing from BiH).</p>	
<ul style="list-style-type: none"> • INSTITUTIONAL CAPACITY 	
<ul style="list-style-type: none"> • ACTIVITIES <ul style="list-style-type: none"> ▪ Selected members of the Association participated in mediation training and Training for Trainers organized by the Canadian Institute for Mediation ▪ Seminar for judges from the Minor Offence Courts in BiH, Neum 2002 (legislation, mediation, human rights, ongoing reforms, etc.). The RIBA team made a presentation. ▪ Drafting legislation for mediation ▪ Participated in a training on Project Design and Fundraising conducted by the RIBA team 	
<ul style="list-style-type: none"> • DESIRED PROJECTS <ul style="list-style-type: none"> ▪ Starting a state level Mediation Association, including a certification program for mediators ▪ Establishing a training institute ▪ Participation in seminars and trainings organized by CEELI 	
<ul style="list-style-type: none"> • POTENTIAL RIBA ACTIVITIES <ul style="list-style-type: none"> ▪ Strategic Planning ▪ Monitoring and Evaluation 	

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CROATIA

Association of Croatian Judges (ACJ)	
<ul style="list-style-type: none"> • CONTACT INFO ✧ Judge Vladimir Gredelj, President Udruga hrvatskih sudaca (UHS) Zupanijski sud u Bjelovaru J. Jelacica 1, HR-43000 Bjelovar Tel: ++ 385 (0) 43 274 101, Fax: 274 150 udruga-hrvatskih-sudaca@usa.net ✧ Judge Antonija Kovacic, Vice-president Visoki prekrasajni sud RH Dukljaninova 3/IV, Zagreb Tel: ++385 (0) 1 461 1333 Mobile: ++385 (0) 91 576 2213 ✧ ACJ's Branch of Zagreb County Court c/o Judge Zeljko Pajalic, President Zupanijski sud u Zagrebu Trg N.S. Zrinskog 5, Zagreb 	<ul style="list-style-type: none"> • REGISTRATION INFO ✧ Registration number: ✧ Registration date: ✧ Act of incorporation, April 1991, adjusted in late 1997 ✧ Statute, March 1998
✧	✧
<ul style="list-style-type: none"> • BACKGROUND <p>Founded in 1991, and reorganized in 1997 (separated from the Trade Union of Government Workers), the Association has approximately 1,500 members from twenty-one counties throughout Croatia.</p>	
<ul style="list-style-type: none"> • INSTITUTIONAL CAPACITY ▪ The only active committee at present consists of a one-man editor for publishing the Association's quarterly magazine, SUDAC. The Association is financially well off, with each member contributing 50 kuna per month. From each 50 kuna monthly fee, half goes directly to the branches and half is retained by the central ACJ. These funds are used to finance meetings, a quarterly magazine, conferences, and other events. The Association is run primarily by a charismatic, decisive President, Judge Vladimir Gredelj. The Association has committees that seldom work and are generally demoralized. The Association has no functional office space or designated administrative assistance. 	
<ul style="list-style-type: none"> • ACTIVITIES ▪ The Association issues a quarterly magazine "SUDAC" ▪ Attended seminars on Ethics, sponsored by ABA CEELI 	
<ul style="list-style-type: none"> • DESIRED PROJECTS <p><i>ACJ's Branch of Zagreb County Court:</i></p> <ul style="list-style-type: none"> ▪ Pilot project of roundtables aimed at defining the needs of the various judges within Zagreb County; ▪ Restructuring this large branch to be more than one branch of the ACJ; and ▪ Newly structured branch seeks to: create a Loan Society for financing post-graduate studies; organize study trips (such as to the Hague); organize workshops on new legislation; network with peer organizations; improve computerization; fundraise for projects; and organize joint projects with the wider membership of the ACJ (such as a newsletter or contributions to the existing magazine). ▪ Pilot discussions on the new Civil Procedure Law <p><i>ACJ (Judge Antonija Kovacic, Vice President):</i></p> <ul style="list-style-type: none"> ▪ Collaborate with RIBA and essentially circumvent the apparent lack of interest shown by Judge Gredelj (President of the ACJ) 	
<ul style="list-style-type: none"> • POTENTIAL RIBA ACTIVITIES <p>ACJ's Zagreb County Court Branch:</p> <ul style="list-style-type: none"> ▪ Draft Agenda for roundtables and Survey aimed at defining the needs of the various judges within Zagreb County 	

- Draft a Survey for Zagreb Civil Court judges to gauge their interests and their willingness to participate in pilot discussions on the new Civil Procedure Law

ACJ:

- Presentation at the meeting of the Managing Board
- Fundraising training

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Iskorak

• **CONTACT INFO**

- ◇ Dorino Manzin, President
ISKORAK - Grupa za promicanje i zaštitu različitih spolnih usmjerenja
Gundulićeva 1, HR-10 000 Zagreb (mail only)
E-mail: info@iskorak.org
Website: www.iskorak.org

• **REGISTRATION INFO**

- ◇ Registration number: 1608843
(Changes in Statute registered under R.N. 21002264)
- ◇ Registration date: February 7, 2002
(Changes in Statute registered on March 7, 2003)
- ◇ Account number: Raiffeisen bank - 2484008 – 1101595832 (Iskorak)

• **BACKGROUND**

This newly formed NGO is currently working on drafting proposals and lobbying for changes in the legislation in order to improve and achieve equal treatment and rights for persons with alternative sexual preferences. The organization also wishes to establish a legal advice service. Mr. Dorino Manzin is the President of Iskorak.

• **INSTITUTIONAL CAPACITY**

- The organization has 140 registered members organized in Zagreb central Association and local branches in Osijek and Rijeka. The bodies of Association are: Presidency, Steering Board and Treasurer, as well as committees formed for particular topics or projects (such as the Legal team formed with a peer lesbian organization “Kontra”, Team for the Counseling Centre, Internet team, etc.) Along with weekly meetings of the Presidency, Iskorak holds occasional informal gatherings of its members. Regular members pay annual membership fee of 100 kuna.
- Iskorak recently rented office space for the organization, but continues to try to secure additional free space from the local authorities in Zagreb.
- Iskorak has good internal and external communication, mainly managed via e-mail and web, and is well connected with local human rights organizations. Due to its scattered geographic base, members of the Board agreed to hold regular “e-meetings” and implement a sophisticated e-mail voting system for the Board.
- The media intensively follows Iskorak’s work.

• **ACTIVITIES**

2002 - 2003

- *Iskorak Online* project funded by Soros – Open Society Institute Croatia
- Lobbying for changes in Family law, Law on Sports, Law on religious organizations, Labor Law, Law on heritage, Law on Gender Equality, etc.
- Compiling regulations and acts of the EU and Council of Europe related to lesbian, gay, bi-sexual and transsexual (LGBT) rights (to be translated and published on Iskorak’s web site).
- Iskorak has organized the first “Gay Pride” event in Croatia
- Co-organized Queer Zagreb event
- *Legal Perspectives for Homosexuals in Croatia* project funded by Croatian Government (45,000 kuna)
- *Homo S.O.S.* (aimed at providing health and psychological counseling for homosexual and bisexual persons) project funded by Croatian Government (16,000 kuna)
- Drafting a Law on Registered partnership
- Deputy RIBA conducted Organizational Assessment with Iskorak (2002)
- Deputy RIBA provided guidance and counseling on registration issues, changes in Iskorak’s Statute, networking with other organizations and team work

• **DESIRED PROJECTS**

- Establish a legal advice service
- Change legislation to promote protection of human rights
- Organize a coalition of Croatian organizations

- **POTENTIAL RIBA ACTIVITIES**
 - Project Design and Management
 - Fundraising
 - Financial Management
 - Human Resource Management and Committee Work
 - Advocacy
 - Strategic Planning

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Partnership for Social Development

• CONTACT INFO

- ✧ Munir Podumljak, President and Director
Lomnicka 1/ Odranska 2
HR-10000 Zagreb, Croatia
Tel: ++385 1 46 22 395, 46 22 396, 46 22 397
Fax: ++385 1 46 22 396
E-mail: pdc@zamir.net
Website: www.psd.hr

• REGISTRATION INFO

- ✧ Registration number:
- ✧ Registration date:
- ✧ Tax identification number:

• BACKGROUND

PSD was founded in January 1999, when the former NGO (IDHR, founded in 1994) was renamed. The organization is dedicated to peace building, developing civil society, and promoting democracy in the region of Southeastern Europe. Through its ongoing activity within the territory of the former Yugoslavia, PSD has gained significant experience in the field of conflict management, organizational development, media and outreach, and citizen participation in planning and decision-making processes within various communities. The majority of the PSD's field activities are implemented in partnership with local NGOs.

• INSTITUTIONAL CAPACITY

- The organization has a well-organized structure, including a Presidency Body, consisting of 10 members, and a full time staff of 5, with and additional 10 part-time project coordinators and project assistants in 5 cities.
- In January 2003 it moved out of rented space into a larger free space provided by the City of Zagreb.

• ACTIVITIES

- In August of 2001, PSD conducted the war crimes documentation interviews with Serb and other minority populations in Kosovo, under an Advocacy grant from ABA CEELI, Kosovo.
- PSD's current central program is an anti-corruption campaign, including mass media education, and conducting citizen forums in five cities to build citizen awareness and develop local solutions. The project is funded by the European Commission and the Finnish Embassy.
- In March of 2003, PSD concluded its civic forums and published a booklet on its Anti-Corruption Program. This was presented at a press conference in Zagreb.
- Phase 2 of the Anti-Corruption Project includes collaborating with members from 6 parties within Parliament on draft legislation in the areas of: Conflict of Interest, Freedom of Access to Information, Disclosure of Assets for public officials, Anti-nepotism, Free Media, and Election Law for Local Government.
- The RIBA Director has worked intensely with PSD on financial management, cash flow, grant reporting and human resource issues.

• DESIRED PROJECTS

- PSD is also working on documenting specific cases of corruption, and an Information Campaign to increase public awareness.

• POTENTIAL RIBA ACTIVITIES

- Monitoring and Evaluation
- Organizational Management

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Women Lawyers Association

• CONTACT INFO

- ◇ Ana Sihtar, President
Women Lawyers Association
c/o Ana Sihtar Law office
Fiorello la Guardia 13
HR-51000 Rijeka, Croatia
Tel: ++385 (0) 51 227 955, 212 334
Fax: ++385 (0) 51213 919
E-mail: sihtar.law@ri.tel.hr

• REGISTRATION INFO

- ◇ Registration number: 2336, Register III
- ◇ Registration date: September 20, 1996
- ◇ Tax identification number:

• BACKGROUND

This Association is seven years old, has 120 members, and has been moderately active in the past, but has been relatively inactive since June of 2001. Activities of the Association formerly included translation and publication of books; free advice on international trade laws, property and employment rights for women, and joint business; and anti-corruption conferences. The President of WLA is Ms. Ana Sihtar (lawyer).

• INSTITUTIONAL CAPACITY

- The WLA is currently inactive, the Board has not met for a long time and there are no recent activities. Some members and the President wish to revitalize the Association and continue the activities.

• ACTIVITIES

1996 - 2001

- Anti-corruption conferences
- Translation and publication of books
- Legal advice

2002 - 2003

- The RIBA team worked with WLA President on developing strategies for revitalization of the Association
- Consultations with the Deputy RIBA on possibilities for revitalization of the Association through establishment of an initiative group of young women lawyers in Rijeka
- Deputy RIBA provided guidance and counseling on relationships and correspondence with NGO registration offices and statutory options for revitalization and re-registration of the Association

• DESIRED PROJECTS

- Translate and publish (franchise law and matrimonial law for business partnerships are priorities)
- Free or low cost legal services to people who receive social support
- Increase public awareness to address the rights of the female spouse in business contracts
- Establish an office with minimal staff and activate membership

• POTENTIAL RIBA ACTIVITIES

- Strategic Planning
- Constituency Building and Membership
- Project Design and Management
- Fundraising

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ROMANIA

Iasi Magistrates' Association (IMA)	
<ul style="list-style-type: none"> • CONTACT INFORMATION ◇ Nicoleta Stefanoi, President Iasi Magistrates' Association c/o Nicoleta Stefanoi Iasi Tribunal B-dul Anastasie Panu, nr.25 Iasi, Romania Tel: ++4 (0) 72 3314 635 (mobile) 	<ul style="list-style-type: none"> • REGISTRATION INFORMATION ◇ Registration number: 11/90500 ◇ Registration date: September 25, 1997 Ministry of Justice, Romania ◇ Tax identification number:
<ul style="list-style-type: none"> • BACKGROUND <p>Founded in 1997, the Iasi Magistrates' Association (IMA) is a professional organization that performs its activity within the courts and prosecutor's offices within the county of Iasi. The Association's objective is to promote interests of magistrates related to legal issues at the national and international level, as well as to promote professional freedom and dignity, to preserve the magistrate's stature under the rule of law. Members of the IMA are magistrates who work in courts or the prosecutor's office within the territorial jurisdiction of Iasi.</p>	
<ul style="list-style-type: none"> • INSTITUTIONAL CAPACITY ▪ The Association has been dysfunctional in recent times. Its issues include a lack of confidence in the possibility of reform, lack of interest, work overload, lack of funding, no office space, and lack of communication and coordination. The organization has 68 members, with only about fifteen active members, and membership has declined over the last two years (currently about one-third of eligible judges in the region). About 34 members routinely pay dues of 20,000 LEI per month (about 60 cents). 	
<ul style="list-style-type: none"> • ACTIVITIES ▪ The RIBA team facilitated a Strategic Planning session for 13 participants from the IMA, with the goal of building better team and committee work and developing outreach strategies to attract and retain members (April 2002) 	
<ul style="list-style-type: none"> • DESIRED PROJECTS ▪ Prepare a proposal to CEELI to produce and print a brochure on anti-corruption 	
<ul style="list-style-type: none"> • POTENTIAL RIBA ACTIVITIES ▪ Outreach ▪ Fundraising, Grant Proposal Writing and Budgeting ▪ Project Design ▪ Advocacy and Constituency Building 	

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Judges' Association of Brasov (JAB)

• CONTACT INFO

- ◇ Mr. Dan Gruia, President
"Justiția" Judges' Association of Brașov – Covasna
45, 15 Noiembrie Blvd., Brașov, Romania
Tel. ++ 4 (0) 723 329 238

• REGISTRATION INFO

- ◇ Registration number:
- ◇ Registration date:
- ◇ Tax identification number:

• BACKGROUND

This Association, formed in 1997, has been dysfunctional in recent times. Its issues include a lack of confidence in the possibility of reform, lack of interest, work overload, lack of funding, no office space, and lack of communication and coordination. The organization has an estimated 50-80 members, with only about ten active members, and membership has declined over the last two years (currently about one-third of eligible judges in the region).

• INSTITUTIONAL CAPACITY

• ACTIVITIES

- The RIBA team facilitated a Strategic Planning session for 9 participants from the JAB, with the goal of building better team and committee work and developing outreach strategies to attract and retain members (April 2002).

• DESIRED PROJECTS

• POTENTIAL RIBA ACTIVITIES

- Outreach
- Fundraising, Grant Proposal Writing and Budgeting
- Project Design
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