A PROGRESS REPORT ON THE PROJECT "RUNWAY" REGIONAL CHARITY ORGANIZATION "IMENA +", SAINT-PETERSBURG, RUSSIAN FEDERATION

During the reporting period 01.01.2019 for 30.03.2019

Contractor: project coordinator, Stanislav Shabanov

Name of project "Runway". Development of a non-profit organization providing information, education, counselling and other assistance to self-help groups in places of detention, as well as social support to prisoners preparing for release and persons released from places of detention, persons with HIV/AIDS, drug addiction and persons without a place of residence."

Project start date: 01.01.2009.

Project completion date: 30.06.2019

Geography of the project:

The project operates in St. Petersburg and Leningrad region.

"IMENA +" works in 16 institutions of the Federal penitentiary service of Russia in St. Petersburg and Leningrad region, interacting with state and interested organizations.

Project objective:

Affordable and quality services for people living with HIV, those in detention and those released from detention provided by a sustainable and modern organization.

Project objective:

The creation of an environment conducive to the support of programs to prevent HIV/AIDS and drug addiction in places of deprivation of liberty.

Development of organizational capacity of the organization, definition of roles and responsibilities, training for strengthening and development of human resources, development of monitoring and evaluation system, internal communications, algorithms and procedures.

IMENA + is better equipped to continue to provide HIV-positive prison inmates with HIV/AIDS and hepatitis C prevention and treatment services and to facilitate the reintegration of released persons .

THE PREHISTORY OF THE PROJECT

"IMENA+" was established in 1999 in St. Petersburg for combating the AIDS epidemic and support people living with HIV and their families. "IMENA+" works in prisons with prisoners for more than 20 years, is engaged in the prevention of socially significant diseases (HIV, hepatitis, tuberculosis), conducts trainings, preventive measures, counseling, social support and assistance in socialization and labor integration after release.

The organization "IMENA+" has established relations with the administration of the Federal penitentiary Service of Russia in St. Petersburg and Leningrad region, with the administration of 16 subordinate institutions of the penitentiary system, which contain in different years from 15,000 to 9,000 people, most of whom are drug addicts and socially dangerous diseases, including HIV infection.

"IMENA+" signed an agreement on cooperation with the FSIN, received official consent to conduct HIV prevention activities in prisons in the city and region of St. Petersburg. Members of the Association organize information and prevention sessions for prisoners (regardless of their HIV status), as well as training of prison doctors who monitor prisoners living with HIV/AIDS.

"IMENA+" organizes preventive actions, trainings and HIV coinfection, medical advice, provides medicines for prisoners and conducts support of the patients adherence to ARV. "IMENA +" also offers prisoners legal, medical, social and psychological assistance. "IMENA +" pays special attention to the escort of prisoners, especially to the medical centers for the prevention and control of AIDS and urban rehabilitation centers.

For more information about the organization, please visit : <http://imena-plus.ru/>

But the organization itself is not properly engaged in its strategic and potential development, so a project of strategic and potential development IMENA+ was created.

PROJECT IMPLEMENTATION

To implement the project, a set of different activities was carried out:

1. Activities planned to strengthen the organizational structure of IMENA+ and carried out by the consultant include:

- Organized introductory training on organizational development IMENA +

- Held a number of meetings, General meetings and working meetings with employees of the organization IMENA+ on the strategic development of the organization's capacity, the distribution of roles and responsibilities, the identification of non-working and retired members

- permanent participation of members IMENA + at round tables, trainings and seminars for the development of public organizations organized by the Center for the development of non-profit organizations of the city of St. Petersburg. For the strategic and potential development of the organization in the framework of additional activities of the project "Runway" members IMENA+ constantly participated in round tables, trainings and seminars on the development of public organizations organized by the Center for the development of non-profit organizations of St. Petersburg. We discuss the development of the organization, talk about the difficulties and problems with other organizations in need of support and development; we are looking for legal and legal assistance of specialists at such meetings and round tables.

- Website promotion, coverage of the organization in the media and websites of partner organizations. As part of our potential within the framework of the strategic development of the organization as a necessary component of transparency, transparency and development of relations, the website is developed and maintained, the activities of the organization are covered in the media and on the websites of partner organizations, the search for partners is carried out.

- Work is underway to change the CHARTER of the organization

- The financial and descriptive report of activity of the organization is conducted

- Work on fundraising and participation in competitions is carried out

- Development of the organization's activities - the work of social rehabilitation workshops to help HIV-infected drug-addicted prisoners. As part of the unique potential of our organization and the strategic development of the organization - develops the work of social rehabilitation centers - legal, medical,social, preventive and rehabilitation program and art workshops to assist HIV-infected drug-addicted prisoners and assistance in socialization. This is our mission, this is the goal of our organization - to improve the quality of life of HIV-infected prisoners. Improving the quality of life of prisoners we can carry out with the development of this direction and constant monitoring of the needs of our wards on legal and medical and social issues, this we have been doing without interruption for twenty years with the help of SIDACTION.

2. Organizational capacity "IMENA +" improved by the first stage:

Result 1: IMENA + improved its structural organization and better meets the basic standards of modern NGOs

1. Organizational training is coordinated by a consultant at the beginning of the project in order to initiate and implement several workshops to be held throughout the project.

The purpose of this introduction will be to familiarize IMENA+ staff with the basics of NGO structuring and organization in order to ensure optimal operational management for maximum results and benefits to target populations. Starting from this first workshop, the consultant will lead the group through the main activities/workshops identified below as priorities for the development and organizational structure of IMENA+ as an NGO. These activities / seminars will be organized in two separate sets / trainings.

See below for the workshop report

1. A seminar was organized with IMENA+ employees on the duties and personal responsibility of the employees of the public organization 05.02.2019

As a first step, our consultant Grigory Latyshev, after presenting his professional capabilities and work experience, began with an introduction to the team "IMENA+". At the meeting after the presentation of the whole team of the organization, their positions, responsibilities and areas of work, as well as the amount employment time in the projects, the consultant worked with a team to distribute the roles and responsibilities of each employee. The working meeting made it possible to assess the psychological and professional compatibility of the staff, the potential and the possibility of development. The consultant emphasized team cohesion, conviction in goals and objectives, desire to work and get results for people in need. Thanks to this working meeting, the team "IMENA+" also had the opportunity to identify the place of duplication of responsibilities, to discuss the reorganization of work for its effectiveness in achieving its goals in terms of working with the population of St. Petersburg.

1. A capacity-building workshop has been organized for key positions: Director, project coordinator and Finance Manager, in accordance with their terms of reference

Based on the new set of functions and responsibilities, the consultant worked with key staff to ensure that they acquired the necessary experience and knowledge to fulfil their role. An individual action plan will be developed to enhance human capacity.

In accordance with the planned work, a working meeting was organized on capacity-building for key positions: Director, project coordinator and financial Manager 19.03.2009

Taking into account functions and responsibilities, the consultant worked with key employees (Tatiana, Stas, Angelica, Olga) to gain the necessary experience and knowledge to fulfill their role.

1. The procedure of internal communications in accordance with the new organizational structures

In addition to the working meeting on roles and responsibilities, a follow-up meeting was organized on 26.03.2009 with the IMENA+ team to agree on internal communications in accordance with the new organizational internal communication system and to support and improve the group's performance in achieving its objectives. During the implementation of the Project were purchased two communicators - smart phone with built-in Internet, Viber and WhatsApp two key project participants, members of the "IMENA+", which are very effective in communication at any time with minimal financial costs.

See additional documents for the new communication scheme

1. On the recommendation of the consultant, an individual action plan for human capacity building was introduced. employees of " IMENA+" registered in the program on prevention and overcoming of emotional burnout in the Psychological Center "Forsythe".

This Center provides assistance to NGOs free of charge – is participation in webinars for the prevention of emotional burnout, individual psychological counseling, online marathon (performing tasks of the psychologist of the Center and getting advice from him).

1. For the purposes of information security of the organization and protection of personal data to provide information about the activities of the organization, employees and customers of the organization only in case of compliance with the current legislation.

Law enforcement agencies (police) may request personal information about employees or clients of NGOs only if criminal or administrative proceedings have been initiated against them. In other cases, NGOs should not provide this information to the police. With employees "IMENA+" signed agreements on non-disclosure of personal information received by them in the framework of "IMENA+".

7. Information collected by telephone, on the Internet, in person with representatives of state, public and religious organizations.

**Report of Training seminar “Development of regional charitable public organization IMENA+”**

Date: 25-27 February 2019

Venue: St. Petersburg, Peterhof, hotel "New Peterhof»,

Saint-Petersburg prospect, 34

Workshop leader: Grigory Latyshev, trainer-consultant

The training seminar was attended by 9 people, including 6 employees and 3 volunteers of RCSO "IMENA+".

**The first day of February 25, 2019**

Opening of the training seminar.

Presentation of the leading training Tatiana Bakulina, Stas Shabanov, Grigory Latyshev.

Presentation of the training participants - employees and volunteers of "IMENA+" (position in the organization, functions and area of responsibility, expectations from work at the training). Employees of "IMENA+" told about socially significant activity of the organization, with work in places of imprisonment, with preventive work with HIV infected and drug-dependent prisoners and released from prisons.

**Presentation «Sustainability of public organization»**

Presentation of the leading training Grigory Latyshev.

The basic bases of activity of public organization – legal, financial and administrative are presented. Actual requirements of the Russian legislation to public charitable organizations.

Work in the group “assessment of compliance of activity of IMENA+ to requirements of the legislation of Russia in relation to public charitable organizations”

The participants of the training assessed the activities of the organization in accordance with the provided legislative information.

As a result of the group work, conclusions were made and the following recommendations were identified:

1. To carry out the activity in the organizations which are in the territory of St. Petersburg as the organization having the status of "regional" can carry out the activity only within the region where it is registered. However, lawyers argue that it is possible to do in the region, provided to assist the citizens of the city. However, lawyers argue that this can be done in another region, for example in the Leningrad region ( we have the city of St. Petersburg, and the region is still with the old name of Leningrad, as the city in Soviet times was called the city of Leningrad), provided assistance to residents. Since in our region, the Federal penitentiary Service of Russia in St. Petersburg and Leningrad region, that is, two regions together - the city and the region - 16 FSIN institutions, where prisoners (detainees, suspects, accused and convicted) are held.

We have a contract with the Federal service of the Federal penitentiary service of Russia for St. Petersburg and Leningrad region - and hence have an agreement on cooperation in all institutions of the Federal penitentiary service of the city and region at least due to the fact that in the prisons and detention centers are citizens G. St. Petersburg, although by law we are a regional organization, the region is St. Petersburg.

2. Make changes to the wording of the Charter of the organization in accordance with the new requirements of the Ministry of Justice of the Russian Federation – to change the address to St. Petersburg, to describe the emblem, to fix in the Charter or to remove from the Charter of commercial activity. To amend the Charter of the organization in accordance with the new requirements of the Ministry of justice of the Russian Federation – 1. remove the specific address to expand the possibilities of renting or changing the permanent address , change the location line to the city of St. Petersburg.2. since the IMENA+ the logo is not registered in the Ministry of JUSTICE, now in a new edition of the Charter can be simply in the Statute to describe the logo (emblem), which is the permission to use this picture (logo) in all documents and printed materials. Without this logo has no official fixing for the IMENA+ of. 3. To fix in the Charter or to exclude from the Charter of commercial activity - the new requirement of the Ministry of JUSTICE on Charters of public organizations. We have not yet made a decision on this, and the final drafting of the new Charter and the adopted draft resolution on this issue will be amended. Scheduled for the next three months. The Charter is thoroughly tested and approved by the MINISTRY of Justice - Ministry of JUSTICE of Russia across St.-Petersburg.

3. To publish on the website of the organization the annual report on the expenditure of financial resources for 2018 and the program of activity of the organization for 2019 required within participation in competition of subsidies of Committee on social policy of St. Petersburg. Immediately after the certification of the annual reporting period in the month of April 2019, the annual report on the expenditure of financial resources for 2018 and the program of activities of the organization for 2019 will be published on the website of the organization

4. For the purposes of information security of the organization and protection of personal data to provide information about the activities of the organization, employees and customers of the organization only in case of compliance with the current legislation. In order to ensure the information security of the organization and the protection of personal data to provide information about the activities of the organization, employees and customers of the organization only in case of compliance with applicable law. This requirement of the law on security and protection of personal data is particularly applicable to prisoners. We have no right to draw up and make lists of prisoners, take photos without the written permission of prisoners. It is possible to get help from the institution or from Management of the Federal penitentiary service of the event and the number of participating inmates at the event. We put all possible information on the website and the website of FSIN, the website of the Commissioner for human rights of St. Petersburg.

**Presentation “document Management of public organization”**

The basic requirements of the legislation to the formation and systematization of documents of public organization are presented. Rules and terms of storage of documentation. Liability for violations of the documents.

Working in a group - participants of the training were asked to assess the document flow in the organization, the role of each employee and compliance with the requirements for the formation and storage of documents.

During the group work, the participants developed a systematic list of documents of the organization:

1) constituent documents of the organization,

2) internal documents,

3) personnel documents,

4) financial documents,

5) program documents of the organization.

The participants of the training noted that the systematic approach simplifies the work with documents and saves time when you need to search for a document. Stanislav Answers. In the near future we will provide a document.

together with consultant Gregory

**Presentation "organization of network cooperation".**

The basic principles and algorithm of building a partner network with state and public organizations are presented.

Practical recommendations on the organization of cooperation with other organizations to work with convicts, drug addicts and HIV-infected based on the needs of the target group.

The work in the group "building a partner network of "IMENA+". The participants of the training conducted a group work on the evaluation of cooperation with state and public organizations. The interaction of "IMENA+" FPS, Committee on labor and employment, Red cross society and other partners. Positive and negative aspects in the organization of cooperation were identified. The work on defining partners for strengthening the capacity of the organization in providing assistance to target groups (prisoners, HIV-infected, drug-addicts, released from places of imprisonment.)

Is recommended:

1. To analyze the market of medical and social services provided by state and public organizations to identify new potential partners to assist the target group. To analyze the market of medical and social services provided by state and public organizations. This should be a large study, a separate project. We coordinate with partner organizations that provide assistance to those released from prison. Only state institutions and certified specialists are allowed in FSIN institutions. We think that our physicians will be able to carry out it in the next three months. They can assess the situation.

2. Establish contacts with new potential partners and create a database of organizations, indicating contacts and description of services for the target group.

3. To organize cooperation with state institutions of social protection of the population.

**Second day 26 February 2019**

**Presentation of the “Personnel policy of the public organization”**

The training participants were provided with information on the strategy and methods of staff development and prevention of professional burnout. The roles and areas of responsibility of the organization's employees: Director, accountant, project coordinator, specialists and volunteers were discussed. The interest and motivation of part of the organization's employees in more active participation in decision-making and project development of "IMENA+" was revealed. This is especially important, as the number of employees of the organization is limited and a large load lies on the Director of the organization.

Is recommended:

1. Place information about employees on the website of the organization and on the page of the Federal social network "Creators-community of leaders of social projects" (https://sozidateli.ru). Already done. But not obsolyutno all employees and volunteers wanted to register on this site.

2. To guide employees in various educational events held for a public organization in St. Petersburg. To send employees to various educational events held for the public organization in St. Petersburg. to strengthen the capacity of employees on the topics of development of public organizations, issues and problems, including financial raising, legal aspects, reporting to the tax authorities, reporting to the Ministry of JUSTICE, participation in competitions, obtaining rent from the city, interaction and communication, participation in the public field, acquaintance with the authorities of the city Administration... This will benefit the organization as a whole, solving its goals and objectives, as well as all participants of the events in particular, who received educational support, participation in training seminars, conferences, round tables, working meetings.

3. Provide employees with the opportunity to receive psychological assistance in order to prevent burnout syndrome.

4. Actively involve employees in decision-making on the organization and development of projects.

Have previously sent the minutes of the meetings. In General, all meetings, discussions, negotiations, advice, discussions and telephone conversations can not be recorded. There is a tendency for joint decision-making and sharing of responsibilities.

5. Involve volunteers from among clients to work in the project in places of detention. To attract volunteers from among the clients is prohibited by the current rules of the FSIN. Earlier we had a group of the released children "BRIDGE". They worked well in the correctional colony, and then after their release they worked on the topic of rehabilitation and HIV prevention in the FSIN institutions. It is now prohibited for persons with prison experience to work in prisons. Therefore volunteers at us only at will among relatives and sympathizers. They are few, often for the duration of their ward's stay in prison. It is a good idea to involve volunteers from among students in preventive work, for example, in medical institutions or schools. We had such experience. But the teacher working with the students left with his work and it was over. We will develop it again. Probably since the new school year. It's hard work. Volunteers begin work without training and without experience, often without strong motivation and knowledge.

**Presentation “organization Management and fundraising”**

Participants were introduced to the analysis of the internal organizational structure and principles of the organization on the example of the McKinsey 7S Model. The life cycle of the organization development Model of Itzhak Adizes, aimed at building an effective system of existence of the organization in the short and long term.

The main sources of raising funds are presented. Rules and errors in writing applications for grants and subsidies. Information was provided on the allocation of subsidies to public organizations by the Committee on social policy of the Government of St. Petersburg.

Group work: conduct working meetings to coordinate the names+ team and test the skills of employees to achieve a common goal. Discussion of possible changes in the activities of the organization for its further development. This is regular organizational work

The participants discussed the subsidy requirements of the Committee on social policy and formed the project themes for applying for the subsidy.

Is recommended:

1. Organize an assessment of the effectiveness of management decision-making. Stanislav and Olga are now responsible for this function

2. Consider possible options for new activities (methods, target groups) of the organization. Consonant.

3. Take part in the competition of the Committee on social policy for a subsidy.

4. To monitor competitions for grants and actively participate in the submission of applications for funding the activities of the organization.

**The third day on 27 February 2019**

**Presentation "Project Management. Monitoring and evaluation".**

The participants got acquainted with the project cycle, goal and objectives of the project, methods of studying the needs of the task force, monitoring and evaluation of the project. The main mistakes in the creation and implementation of projects were presented.

Presentation " Social and psychological support of drug addicts and HIV-infected. Case management".

The training participants were presented with an approach based on personal work with the client (Case management). The basic principles, stages and content of work on individual support of the client are given.

Group work: the participants of the training developed the project in accordance with the information provided. The skills of assessing the needs of the target group (interviewing, survey, focus group, observation), setting goals and objectives of the project were tested. Planning of project activities. Steps to establish a project monitoring and evaluation system. Maintenance of project documentation. Assessment of the project impact on the initial situation.

As part of the development of socio-psychological support training participants were individual client support program of the target group based on its needs.

It is recommended to use the acquired knowledge of project management and individual support in the practical activities of the organization. It is necessary to develop further: knowledge on management of the organization, monitoring and an assessment of projects, management of projects and individual support of clients, development of activities of the organization, acquaintance with development of business for search of economic decisions

**1. Information support of the project:**

In order to implement the project "Runway" was carried out a set of activities.

Project team, as a result of organizational work. it was decided:

- no later than 3 days after the events on the project activities of the organization, publish reports and photographs on the website of the organization and the websites of partner organizations.

For operational processing of documents and photos of the organization "IMENA+" was purchased and implemented in the licensed program "XnView". To improve website organization "IMENA+" was trained employee of the organization for working with the program: batch processing, compression and size reduction, masking entities, etc. were received instructions from the Federal penitentiary service for the placement of pictures in the media depicting persons serving sentences in places of deprivation of liberty.

At the moment, the organization is equipped with software and trained staff for publishing photos in the media.

**2. For the strategic and potential development of the organization, a training seminar "Development of the Regional charitable public organization "IMENA+"was developed and held.**

Grigory Latyshev, a trainer-consultant and leader of the youth organization "drug abuse prevention Center", was invited as a presenter.

The training seminar was attended by 9 people, including 6 employees and 3 volunteers of RBO "IMENA+".

Employees and volunteers of RBO " IMENA+" got acquainted with the basics of structuring and organization of NGOs in order to ensure optimal, operational management to achieve maximum results and benefits for the target population. Effective mechanisms have been developed and adopted; organization management, open reporting, development and use of network cooperation. Defined roles and responsibilities with job descriptions of each employee with the adopted strategy of the organization.

As a result of participation in the training seminar, the Level of competence of employees "IMENA+" in organizational matters and strategic development of the organization has increased.

Internal communication procedures have been developed in accordance with the new organogram.

To improve the quality of communication, monitoring, organizational and communication skills to achieve these goals, it was decided to train the staff "NAMES+" work in the online program for project management of small groups "Trello".

Training of all key employees and installation of the program is scheduled for April-may. The use of the Trello program should facilitate and relieve the work of the Director of the organization and improve the efficiency of employees. This will help to ensure and support the team's effectiveness in achieving its goals, avoid overloads or communication gaps to work seamlessly together to achieve a common goal.

Two communicators were purchased for the team members. The team is equipped and ready for active work.

Members of the organization "IMENA+" registered in the electronic platform "Creators", which increases the chances of winning in presidential projects and makes the organization more open.

**Creating an environment conducive to the development of HIV prevention and support programmes and for drug addicts in places of detention.**

In the framework of the task 12.03.2019, a meeting was held with the leadership and psychologists infrared 7. The state program of rehabilitation of drug addicts in custody was discussed. It was decided to actively participate in the program hold master classes in conjunction with the psychologist of the colony, to invite to the event, suffering from dependence on the directions of psychologists of the colony.

Activities in which employees took part "IMENA+", in order to perform the tasks of project activities.

• 15.11.2018 Staff “IMENA+" participated in the annual job fair at the cultural centre "Petrocongress" for the citizens released from places of imprisonment.

Up-to-date information on vacancies in St. Petersburg companies ready to accept former prisoners was collected. The analysis of the prospects of labor demand and the possibility of retraining.

There is a shortage of places and a limited choice of professions for ex-prisoners.

It is necessary to consider the possibility of self-employment, the development of labor skills of creative professions in demand in the labor market.

• 27 - 28.11.2018 Employees of RBO "NAMES+" participated in a two-day seminar for professionals working in the field of rehabilitation and re-socialization of persons with dependent and co-dependent behavior.

**Organized by the Center for the development of non-governmental organizations.**

An estimate was made of administrative resources;

Complex diagnostics of development of the organization;

Identified areas of growth and areas to which you should rely;

We have received an overview of modern Russian fundraising and its trends.

We have analyzed the aspects of social projects competitions: how to participate and win.

• 04 – 05.12.2018 Employees of rboo "IMENA+" passed a refresher course at the Institute. Bekhterev, V. M. "the Organization of the therapeutic community in hospitals, organizations providing services of social rehabilitation for consumers of the surfactant»

The colonies contained about 90% of the consumer surfactant. There is a request for the need to establish rehabilitation centers in the MLS. Organization of therapeutic communities, an essential element in HIV prevention. The organization decided on the need to negotiate with the leadership of the FSIN on the establishment of rehabilitation centers in the MLS.

• 07.12.2018 Employees of RBO " IMENA+" participated in the seminar "Investments in NGOs: a look into the future", organized by the Public chamber of St. Petersburg.

Members of the relevant Committees, members of the Public chamber, representatives of public organizations and leaders of city projects spoke. The seminar discussed the topics of competitions of subsidies and grants for NGOs by specialized city Committees in 2019,

The method of submission of applications for competitions of subsidies, specifics of advance payment, partial advance payment and compensation of expenses of public organizations is received.

It was decided to submit subsidies to the competition by the end of 2019 to the Committees on labor and employment and social policy for reimbursement of costs not related to project activities.

• 15.02.2019 Employees of RBO " IMENA+" participated in the seminar organized by the center for the development of non-profit organizations. Aspects of the presidential grants were discussed: reporting, elaboration of the application, errors in the budget and other Organizations participating in the seminar were invited to participate and use the electronic platform "Sense of the elbow" which includes mechanisms of interaction, support and exchange of resources between St. Petersburg NGOs. The project "Sense of the elbow" allows participants to hold mass events on the equipped platform of CRNO in the city center for 50 people, to use the mailing list and calendar of events.

It was decided to actively participate in the project "Feeling the elbow".

The team "IMENA+" is ready to continue the tasks of project activities and is equipped with the necessary equipment.

**Additional activities carried out within the Project:**

• 15.11.2018 Staff "IMENA+" participated in the annual job fair at the cultural centre "Petrocongress" for the citizens released from places of imprisonment.

Up-to-date information on vacancies in St. Petersburg companies ready to accept former prisoners was collected. The analysis of the prospects of labor demand and the possibility of retraining.

The following conclusions are made. There is a shortage of places and a limited choice of professions for ex-prisoners. It is necessary to consider the possibility of self-employment, the development of labor skills of creative professions in demand in the labor market.

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Organized by the Center for the development of non-governmental organizations:

* Our administrative resources have been evaluated;
* Complex diagnostics of development of the organization;
* Identified areas of growth and areas to which you should rely;
* We have received an overview of modern Russian fundraising and its trends.
* We have analyzed the aspects of social projects competitions: how to participate and win.

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**Next second stage**

1. Conduct seminar-training with the staff and volunteers of the IMENA+

Expected outcome 2:

- IMENA + team is ready to demonstrate their actions, their impact and use this information to develop new projects

2.1 development of monitoring and evaluation system

01.04.2019 - 30.06.2019

To track progress towards imena+ operational objectives, a monitoring and evaluation plan needs to be developed. This tool or set of tools, which should be simple and practical, will be used daily by the team to record activities; analyse and measure their effectiveness and relevance in serving the needs of target populations in detention centres in St. Petersburg. With this tool, IMENA+ will be able to adjust its approach to serving beneficiaries, if necessary. IMENA+ will also be able to demonstrate the implemented actions and their impact to attract future funding.

2.2 prepare proposals for staff responsible for this task

01.05.2019 - 30.06.2019

For the stability of IMENA+, it will be necessary to provide access to various funding streams. The development of proposals is a very specific skill that is needed to have access to funding from local and international donors, who have different, sometimes high expectations in terms of justification and project development. In this way, the staff responsible for programs and development will be trained to develop proposals. One donor (not necessarily a sedentary one) will be identified for this work, and a project proposal will be developed and submitted to the donor in accordance with the donor guidelines.

2.3 organize an internal meeting to determine the minimum operating budget

01.04.2019 - 30.06.2019

With a pre-defined operational strategy and appropriate staff, it is important that IMENA+ develop and test a minimum budget that will ensure the proper functioning of the organization for at least the coming year. It will also be a key tool to inform the organization's Fund-raising strategy by clarifying the minimum level of funds needed to achieve its objectives. With the support of the consultant, an internal meeting will be organized to list all the structural and operational costs necessary for the operation of IMENA+. Depending on the analysis of the context of Fund-raising, several scenarios (optimistic and pessimistic) can be developed for the organization, which will be prepared for all opportunities.

**3.3 The** **EXPECTED RESULTS of the second stage**

Writing a report in English and Russian, including:

- summary (no more than 3 pages)

- narrative report (no more than 25 pages)

- a new table with the main conclusions and recommendations and lessons learned

- a new organizational structure with roles and responsibilities

- internal communication procedures

- a new project proposal

- budget IMENA+ 2019 and 2020

-a new system for collecting information about organizations and their services

- a new organogram for each staff member.