



**ASSOCIATION
OF LEGAL CLINICS
OF UKRAINE**

**MONITORING OF
THE LEGAL CLINICS IN UKRAINE**

2.0:

from Assessment
to Development

The brochure finalizes the results of an updated approach to the monitoring of legal clinics. The 2.0 format allows for an enhanced and expert support of the implementation of monitoring recommendations, thus developing the legal clinic of a particular university on a voluntary and self-governing basis.

The model was successfully piloted in 2019-2020 within the “Development of regional leadership and establishing a model of coordination of the Association of Legal Clinics of Ukraine” project with the financial support of the International Renaissance Foundation.

Monitoring of the legal clinics in Ukraine: 2.0: from assessment to development. A. Halai, Y. Lomzhets, M. Tsypiashchuk, K. Datsko. Kyiv: Association of Legal Clinics of Ukraine, 2020, 19 p.

Project team:

- **Andrii Halai**, Doctor of Law, Professor, Member of the Board of the Association of Legal Clinics of Ukraine (coordination, final edition)
- **Yuliia Lomzhets**, Ph.D., Associate Professor, Chairman of the Association of Legal Clinics of Ukraine (co-coordination, expertise)
- **Mariia Tsypiashchuk**, member of the board of the Association of Legal Clinics of Ukraine (expertise)
- **Kateryna Datsko**, Ph.D., Associate Professor, Member of the Board of the Association of Legal Clinics of Ukraine (expertise)

Our team is grateful to all members of the monitoring process, heads of legal clinics and faculties, and independent experts involved in monitoring for the opportunity to implement this ambitious project.



OVERVIEW OF THE MONITORING MODEL OF THE ASSOCIATION OF LEGAL CLINICS OF UKRAINE

The Quality Performance Assessment Tool for Legal Clinics in Ukraine

was developed in 2017 as a functional approach to synchronise their performance with the [Standards of Legal Clinics Activity in Ukraine](#), adopted by the Association in 2014. The formalized monitoring algorithm is outlined in the assessment tool, and the functionality of its implementation stage (so-called 2.0 format) was experimentally tested in 2019-2020 within the Association project "Regional Leadership Development and Establishment of the Coordination Model of the Association of Legal Clinics of Ukraine" with the financial support of the International 'Renaissance' Foundation.

Monitorings of the Association of Legal Clinics of Ukraine in figures:

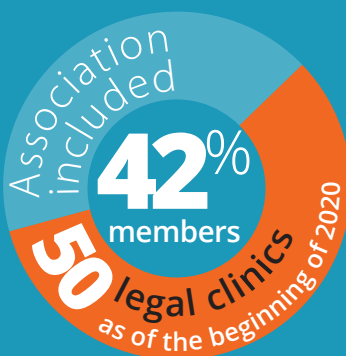


FOR THREE YEARS, the Association of Legal Clinics of Ukraine conducted monitoring of

21 legal clinic: starting with the first pilot of the Lesya Ukrainka Eastern European National University legal clinic in June 2017, to the monitoring of the legal clinic of the Vasyl Stefanyk Prykarpathian National University, the implementation phase of which was completed in April 2020.



MONITORING COVERAGE of the network of legal clinics of Ukraine



FINANCIAL PARTNER support for monitoring::

- 17 monitorings** were supported by the International 'Renaissance' Foundation;
- 2 monitorings** – with the support of USAID New Justice Program;
- 2 monitorings** – with the support of OSCE Project Coordinator in Ukraine.



MODERNIZATION of the Association's monitoring:

- 16 monitorings** were conducted according to the initial approach,
- 5 monitorings** - as per the updated 2.0 format.

The mandatory monitoring group member is an external expert from the partner networks, assisting to provide an unbiased view on the activities of legal clinics and to recommend any successful management practices. Representatives of the Ukrainian Helsinki Human Rights Union, the Legal Development Network, the Ukrainian Legal Aid Foundation, the state free legal aid system, the former Directorate for Human Rights, access to justice and legal awareness of the Ministry of Justice were the ones most involved in monitorings.

As the model of legal clinics quality and development assessment is of interest to foreign networks of legal clinics, in 2019 the Association successfully piloted the involvement of a foreign expert from the Polish network of legal clinics as a monitoring team member. Henceforth the continued cross-border cooperation is envisaged hereby.



The Association of Legal Clinics of Ukraine has shown its expert potential by implementing the monitoring model and its tools are considered as a source of inspiration for the systematic development of legal clinics around the world.



Ulrich Stege,
Founder and Executive
Secretary of the
European Network for
Clinical Legal Education
(ENCLE)

«We are currently doing a lot to create certain standards for the legal clinical movement in Europe. Therefore, we consider the standards of the Ukrainian network and the mechanism for ensuring them as one of the best practices»

«The Ukrainian model of monitoring is one of the most developed and sophisticated systems for evaluating legal clinics in the world. But what is also important, and what I like most, is the preparation of a development plan. By agreeing on such a plan with the management of the university or faculty, the implementation of its recommendations is a real prospect for 2-3 months»



Dr. Filip Czernicki,
Chairman of the Polish
Foundation of Legal
Clinics, President of
the Global Alliance for
Justice Education (GAJE)

Monitoring improves the management approaches of legal clinics and their resources. It has already become a good tradition for donors to consider the formalized result of the Association's monitoring of a legal clinic for a positive evaluation of its grant applications or for involvement in systemic regional, as well as national, projects.



Monitoring of legal clinics is a great success story of the Association and an important step towards implementing the quality of its members.

The monitoring tool is based on a creative combination of a set of methods that are used in business process analysis. Their description can be traced, eg. to the IEC / ISO 31010: 2019 standard:

1. The actual Tool model is based on the functionality of research methods "Multi-criteria analysis" (MCA), "Checklists, classifications and taxonomies", which allow to systematically investigate and characterize the complex multi-layered activities according to formalized criteria.
2. The approach of formalized assessment of clearly formulated indicators and development of recommendations on identified vulnerabilities corresponds to the essence of the research method "Hazard analysis and critical control points" (HACCP: Hazard analysis and critical control points).
3. The strengthening of the Tool for assessing the standard quality of legal clinics of Ukraine in terms of implementing the development plan and upgrading it to 2.0 format was influenced by the "Root cause analysis" method (RCA), as well as "Business Impact Analysis" (BIA), which is one of the key methods used in business process analysis.



The Quality Performance Assessment Tool for Legal Clinics in Ukraine is based on a modern approach to business assessment and process management and regularly receives positive feedback from the expert community.



LEGAL CLINICS DEVELOPMENT MONITORING CONCEPT 2.0

After the first thirteen monitorings, the Association management team gradually transformed into a new format, which was informally called "Monitoring of Legal Clinics 2.0".



2.0 format transfers the assessment from the target to the stage of preliminary analysis:

In fact, the monitoring format "2.0" is more focused on the stage of implementing the recommendations. Its goal is to elevate the performance of legal clinics from the level of "admissible" to "outstanding" by strengthening the managerial and leadership potential of legal clinics and their leaders. Based on the monitoring results, the Association appoints an implementation expert, who, together with the legal clinic, develops a plan for the development of the latter. The plan takes into account its specifics.



The recommendations of the Association - not only to comply with standards but also - to improve strengths and natural advantages:

For example, a legal clinic that systematically practices legal education will receive more recommendations in this regard; legal clinic of a police university - more suggestions to deepen their specialization; the Western Region legal clinic will receive recommendations for cross-border cooperation with similar networks of neighboring countries, and the Eastern Frontline Legal Clinic will receive recommendations for strengthening work with particularly vulnerable categories of people affected by Russia's armed aggression.



The decision to implement the proposals of the Association is made by the university, as the Association in principle does not interfere with academic freedoms:

The Association's expert only becomes an advisor to the implementation of this plan and is ready to help, formally limited by a time frame of 1.5-3 months. At the end of this period, the implementation expert conducts another assessment, now of the development plan implementation degree. The algorithm and form of this control assessment are also clearly defined and, as we noted above, corresponds with modern approach to quality assessment and risk management.



THE 2.0 OF LEGAL CLINIC MONITORING FORMAT IS NOT JUST A TREND. IN THIS MANNER ASSOCIATION DEMONSTRATES STRATEGIC DEVELOPMENT AND SETS AN EXAMPLE FOR OTHER NETWORKS TO FOLLOW.










DESCRIPTION OF THE UPDATED 2.0 MONITORING FORMAT ALGORITHM

Instrumentally the 2.0 legal clinics monitoring format integrates the functionality of the Implementation Expert into the basic algorithm. The expert assists legal clinic with advancing the implementation plan during the monitoring and upon its completion.




Legal clinic development plan


-  **It is called** the Legal Clinic Development Plan... (name) based on the monitoring results.
-  **It is a clear** executive document that can be adopted at the university level. It is recommended to have the Plan approved by the representative of the university management once the monitoring is completed.
-  **The Plan** may contain a brief preamble indicating the reasons for its adoption, in particular the weaknesses of the legal clinic, which are suggested further in the text.
-  **The Plan** shall contain specifically formulated points/tasks (as opposed to vague, non-specific, far-fetched ones), which are proposed to be targeted in the nearest future (within 3 months). For the ease of management, it is advisable to include not less than 3 and not more than 10 points.
-  **The plan** may also offer system proposals for the longer term without specifying a deadline. These may be tasks that require team strategy to improve or implement areas of activity, reach new target audiences of legal clinic services recipients etc.
-  **The document** shall identify the Implementation Expert (IE) authorized by the Association to provide expert support for the implementation of the plan and his/her contacts. This person is responsible for the implementation of the plan for a certain period (up to 3 months).
-  **Following** the developing of the plan, the IE passes it to the responsible member of the Board of the Association for additional consideration and advice.

 **The plan shall consist** of tasks formed by such a structure:


Content of the task (clear command form: to make, implement, etc.)	How the remark/ recommendation was formulated in the monitoring report	The result, expected to fulfill the item of the plan (indicator)	Implementation period (an indica- tion of month and year)	Responsible executor (position)
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When formulating tasks it is important to insure that:

 **The tasks of procedural** nature (to consider, to propose, to discuss) shall be avoided, unless those target the financial matters and/or ones requiring the decision of senior or collegial management (staff, resources, regulatory amendments). When proposing the relevant items, it is important to strive for moving from words to deeds and to take into account the possible negative assessment of this item if result is set forth as follows: "discussed and not resolved / not supported / not defined".

 **All items are assessed** and contain the expected non-procedural outcome (in matters relating to senior management, the outcome may be set forth as "considered/proposed/discussed and resolved").


Evaluation of the implementation of the legal clinic development plan

 **The assessment of the implementation** of the legal clinic development plan is performed during the IE's repeated visit to the legal clinic, which is carried out approximately three months later (allowed earlier if the result is more expedited). This does not preclude assessing the implementation of the plan remotely and/or the internal resources of the university/legal clinic.

 **The assessment of the plan** implementation is a tabular indication of what progress has been made during the implementation process:

Content of the task (clear command form: to make, implement, etc.)	What result was expected to fulfill the item of the plan (indicator)	What result was demonstrated at the time of the second visit	The degree of achievement of the expected result in% (in the opinion of IE)	Note (if necessary, IE can clarify the task, provide in-depth recommendations)
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In the end, each short-term task receives a % score depending on the degree of achievement of the expected result and their arithmetic mean is the overall level (%) of the plan implementation assessment.

 **Long-term objectives** are not assessed in %, they are given a verbal assessment and, if necessary, in-depth recommendations.

 **Subject to the consent** of the university and the expert self, he/she can continue the expert support of the development plan implementation.



EXAMPLE OF THE FINAL ASSESSMENT OF THE IMPLEMENTATION OF DEVELOPMENT PLANS



Mariia Tsypashchuk

ALCU expert
on the implementation
of the legal clinic
development plan

Assessment of the development plan implementation of the V. Stefanyk Precarpathian National University Educational and Scientific Law Institute legal clinic

Implementation period: **March 2020 - April 15, 2020**

Control assessment: **April 15, 2020**

Total % of the plan

implementation: **100%**

Content of the task	What result was expected to fulfill the item of the plan (indicator)	What result was demonstrated at the time of the second visit	The degree of achievement of the expected result in %	Note
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I. ORGANIZATIONAL COMPONENT

1. Update the regulatory framework of the legal clinic, e.g. the procedure for the involvement of teachers-curators, as well as students, counseling and legal education activities.	<p>1) Developed and submitted for approval to the Director of the Law Institute:</p> <ul style="list-style-type: none"> the procedure for involving teachers-curators to work in the legal clinic; the procedure and conditions of involvement of students in the legal clinic; the procedure for counseling in a legal clinic; the procedure for conducting legal education work in a legal clinic; <p>2) The framework for legal assistance in the Legal Clinic is updated; the restrictions on conflict of interest and other grounds for refusing to provide legal assistance are set forth</p>	<p>1) The document setting out the relevant procedures was developed and submitted for the approval of the Director of the Law Institute.</p> <p>2) The framework for legal assistance in the Legal Clinic with details of restrictions on conflict of interest, as well as other grounds for a refusal to provide legal assistance, was updated</p> <p>Draft amendments and wording of the updated terms of legal aid were provided to the implementation expert for review.</p>	100%	<p>Upon the subsequent re-approval of the wording of the regulations this Regulation should be put into effect.</p> <p>The amended regulations shall be enacted in due course, once approved</p>
2. Strengthen the internal communication of the legal clinic	1) A joint chat (communication channel) for employees and teachers-curators of the legal clinic is created	1) A joint chat in Viber for the staff and teachers-curators of the legal clinic was created. The chat was functioning during the monitoring.	100%	

Content of the task	What result was expected to fulfill the item of the plan (indicator)	What result was demonstrated at the time of the second visit	The degree of achievement of the expected result in %	Note
3. Strengthen the external communication of the legal clinic	<p>1) Developed advertisements about the activities of the legal clinic, which take into account the specialization in the field of consulting consumers of financial services;</p> <p>2) Advertisements distributed among the free legal aid system centres of the region, local authorities, partner NGOs and these advertisements are placed/ posted in the premises/ resources of such partners;</p> <p>3) Pages of Facebook partners are connected to the page of the legal clinic;</p> <p>4) Additional advertisements and indicators on the activities of the legal clinic are placed in the main building of the University;</p> <p>5) Electronic advertisements about the activities of the legal clinic are published on free local information resources, including and pages on social networks (Facebook and Instagram).</p>	<p>1) Advertisement of the activity of the legal clinic was developed, with regard to the specialization in the field of providing consultations to consumers of financial services. The advertisement is published on the legal clinic Facebook page.</p> <p>Also, during the implementation, the legal clinic got a separate mobile phone number to facilitate remote communication with it.</p> <p>2) Advertisements were distributed among the regional free legal aid system centers of the region, local authorities, partner NGOs, the announcements were posted on their Internet resources.</p> <p>3) The pages of Facebook partners were connected to legal clinic page;</p> <p>4) Advertisement of the legal clinic activities was posted on the page of the University website.</p> <p>5) Electronic advertisements about the activity of the legal clinic were published on free local information resources, e.g. social networks & Facebook.</p>	110% (overfulfilled)	Continue active information interaction with stakeholders, use external media resources to promote their activities
4. Increase the number of legal clinic consultants to 15	<p>1) The recruitment of consultants is announced.</p> <p>2) At least 3 new students are recruited to the legal clinic.</p>	<p>1) Recruitment was announced.</p> <p>2) 3 new students were recruited to the legal clinic. At this stage their actual participation is confirmed via sending an e-mail for enrollment. Upon termination of the quarantine, an enrollment order will be issued.</p>	100%	Upon completion of the quarantine, issue an order for the admission of new consultants.

Content of the task	What result was expected to fulfill the item of the plan (indicator)	What result was demonstrated at the time of the second visit	The degree of achievement of the expected result in %	Note
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II. EDUCATIONAL COMPONENT AND LAW-AWARENESS COMPONENT

<p>5. Introduce a system of regular training of students-clinicians in the main activities of the legal clinic</p>	<p>1) A training plan has been developed for legal clinic consultants on the following topics:</p> <ul style="list-style-type: none"> • interactive methods and "Street Law"; • basics of client interviewing; • communication inside and outside the legal clinic • plain legal writing; <p>2) Conducted training on interactive methods and Street Law with the development and probation of Street Law classes on the topic: "Medical reform in Ukraine";</p> <p>3) Additional training in Street Law is conducted, which will include probation of the lesson on the topic: "Testament, contract of gift and contract of life maintenance - content and difference";</p> <p>4) At least half of the students-clinicians took part in the specialized training "Consultations of legal clinics for consumers of financial services";</p> <p>5) At least half of the clinical students took part in the second training on mediation;</p>	<p>1) A training plan for legal clinic consultants was developed, e.g. covering:</p> <ul style="list-style-type: none"> • interactive methods and "Street Law"; • basics of client interviewing; • communication inside and outside the legal clinic • plain legal writing; <p>The plan was approved by the head of the legal clinic and provided to the implementation expert for review.</p> <p>2) Training on interactive methods and Street Law was conducted, including development and probation of classes on the topic: «Medical reform in Ukraine».</p> <p>3) Additional training in Street Law was conducted, during which 2 classes were probated at once, on the topics: "Testament, contract of gift and contract of life maintenance - content and difference" and "Marriage and family".</p> <p>4) 10 students-clinicians took part in the specialized training "Consultations of legal clinics for consumers of financial services".</p> <p>5) 9 clinical students took part in the second training on mediation.</p>	100%	<p>Proceed with the systematic and consistent training of legal clinic consultants in the basic skills of a lawyer - not only limited to deepening knowledge and skills in the field of law, but also soft-skills.</p>
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Content of the task	What result was expected to fulfill the item of the plan (indicator)	What result was demonstrated at the time of the second visit	The degree of achievement of the expected result in %	Note
6. Strengthen the regularity of legal-awareness activities.	<p>1) A plan for conducting legal-awareness classes by the end of May 2020 (including joint ones with partners) is drawn up;</p> <p>2) At least 2 legal-awareness events were held (at least one direct form of the event, and at least one - remote);</p> <p>3) Organized a joint screening of a documentary film on human rights from the Docudays UA collection with the "Moloda Prosvita Prykarpattya" NGO and/or with the Territorial centre of Social Services.</p>	<p>1) A plan for conducting legal-awareness classes by the end of May 2020 (including joint ones with partners) was drawn up. The plan was approved by the head of the legal clinic and provided to the implementation expert for review.</p> <p>2) Within this component 3 types of legal-awareness activities were carried out:</p> <ul style="list-style-type: none"> • an article on the topic "Temporary employment of the unemployed" was published on the ALCU website: (remote legal-awareness event) • A success story on the cancellation of the court order was published • On April 10, 2020, an online legal-awareness event on the topic "Marriage and Family" was held for schoolchildren of Ivano-Frankivsk Academic Boarding Lyceum of Ivano-Frankivsk Regional Council (direct interaction with the audience through remote facilities) <p>3) On April 15, 2020, together with representatives of the «Moloda Prosvita Prykarpattia» NGO an online screening and discussion of a documentary film about human rights "Roma Dream" was held for students of 8-A class of Cherniivtsi Lyceum in Ivano-Frankivsk.</p>	100%	Keep on with systematic legal-awareness activities. Don't be afraid to experiment and use different platforms and forms of interaction with the audience.

Content of the task	What result was expected to fulfill the item of the plan (indicator)	What result was demonstrated at the time of the second visit	The degree of achievement of the expected result in %	Note
7. Introduce systematic accounting of legal-awareness events of the legal clinic.	<p>1) The legal clinic has introduced a system of accounting for legal-awareness classes (electronic or paper). Accounting elements include recording:</p> <ul style="list-style-type: none"> • date of the event • format • consultants who conducted the event • venue and/or target audience; <p>2) During the implementation period of the plan, the accounting includes data for the current academic year, as well as those that will be conducted by the legal clinic.</p>	<p>1) A system of accounting for legal education classes (electronic journal) was introduced. Accounting elements include recording:</p> <ul style="list-style-type: none"> • date of the event • format • consultants who conducted the event • venue and/or target audience <p>The implementation expert was provided with e-journal.</p> <p>2) During the implementation period of the plan, the accounting included data for the current academic year, as well as those that were carried out by the legal clinic within the implementation period.</p> <p>A photo screen of the completed journal is provided, the entries in which correspond to the activities carried out.</p>	100%	

III. COUNSULTATION COMPONENT

8. Update the structure of the register of applications to the legal clinic	<p>1) The form of consultations log is updated and displays:</p> <ul style="list-style-type: none"> • the essence of the appeal and the assistance provided; • category of the applicant (a retired person, entrepreneur, student, etc.); • 'How Did You Hear About US?' Survey; • data on the teacher-curator who approved the result of processing the application; • distinguishing the type (form) of assistance provided - legal advice / legal information 	<p>The consultation log form was updated and displays:</p> <ul style="list-style-type: none"> • the essence of the appeal and the assistance provided; • category of the applicant (a retired person, entrepreneur, student, etc.); • 'How Did You Hear About US?' Survey; • data on the teacher-curator who approved the result of processing the application; • distinguishing the type (form) of assistance provided - legal advice / legal information <p>The implementation expert was provided with the register journal.</p>	100%	Consider the possibility of eventually switching exclusively to electronic records of applications
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Content of the task	What result was expected to fulfill the item of the plan (indicator)	What result was demonstrated at the time of the second visit	The degree of achievement of the expected result in %	Note
9. Introduce registration forms for the citizens, e.g. covering personal data consent forms	1) The registration forms, e.g. Personal Data Consent Forms, are introduced	<p>The registration forms, e.g. Personal Data Consent Forms, were introduced.</p> <p>The legal clinic adapted registration forms, offered to legal clinics within the component of advising consumers of financial services. The internal regulations were amended to reflect the mandatory nature of Personal Data Consent Forms.</p>	100%	



FEEDBACK ON 2.0 MONITORING FORMAT



Taras Shcherbatiuk,
an expert on the
implementation of
monitoring results of
the legal clinic of the B.
Khmelnytsky Cherkasy
National University,
head of the public
organization "Cherkasy
Human Rights Center

«Clearly defined functions and deadlines, defined steps, and a formal approach to the implementation of the plan will undoubtedly contribute to more thorough and systematic changes that will help the legal clinic to become even more progressive»



<https://cutt.ly/qyEdKnt>



<https://cutt.ly/Qal2yat>

«At first glance, it may seem this is an extra paperwork, which just needs a 'tick'. But it's not like that. The optimal allocation of resources helps to achieve the goal set. Continuity of the planning will effectively organize various forms of law-awareness events and bring legal clinic operation to a new level of cooperation with partners»



Nataliia Yesina,
an expert on the
implementation of
monitoring results of
the Sumy branch of
the Kharkiv National
University of Internal
Affairs legal clinic,
head of the Sumy
public reception of
the Ukrainian Helsinki
Human Rights Union



Valentyna Maltseva,
laboratory assistant
at the Vasyl Stefanyk
Precarpathian National
University legal clinic.

«Implementation of monitoring results by 100% in 45 days is real and even extreme»



<https://cutt.ly/lazdQVZ>



Valentyna Lytvynenko,
Head of the Chernihiv
National University of
Technology 'Adiutorium'
legal clinic.

«Monitoring is a confirmation of the correctly chosen vector of activity of our clinic, revealing of certain facts of conservatism in the decision of some questions, confirmation of presence near people who believe and see sense in our joint activity, and also a provocation to act further, but - more innovatively, more confidently, estimating everything is done and how much it costs and can be done»



<https://cutt.ly/Hazi374>



<https://cutt.ly/eal0y8N>

«True development comes from the ability to understand the “starting point” and “point of the desired achievement”, sincere desire to get there and full confidence on the way to the target. When there is sufficient interaction and engagement of the parties, the desired development turns into a sequence of specific realistic steps and effective results»



Mariia Tsypashchuk,
an expert on the implementation of monitoring recommendations of the Vasyl Stefanyk Precarpathian National University legal clinic, member of the board of the Association of Legal Clinics of Ukraine.



Andrii Halai,
monitoring program
coordinator, member
of the board of the
Association of Legal
Clinics of Ukraine

«It is not necessary to assess for the sake of finding weaknesses or punishment. It is necessary to do it for the sake of helping to make the evaluated activity better. This is the so-called concept of “peer approach” and this is how monitoring should be organized»



<https://cutt.ly/CyEf8uG>



<https://cutt.ly/8al99TX>

«The result of monitoring is only the beginning, the impetus for change and improvement. This result still needs to be consolidated and further promoted»



Yuliia Lomzhets,
an expert on the
implementation of
monitoring results of
the Kyiv Cooperative
Institute of Business
and Law Public
reception legal clinic,
Chairman of the
Association of Legal
Clinics of Ukraine.



WHAT WILL HAPPEN AFTER 2.0: PROSPECTS FOR FURTHER DEVELOPMENT OF THE MONITORING MODEL OF THE ASSOCIATION OF LEGAL CLINICS OF UKRAINE

1. **The Association of Legal Clinics** of Ukraine considers development monitoring as a fundamental process of ensuring the quality of the network of legal clinics. Therefore, monitoring will continue and the ambitious goal is to cover 50% of legal clinics in Ukraine by the end of 2020.
2. **Development monitoring in 2.0** format will be considered by the Association as a recommended approach to further research on the quality of legal clinics in Ukraine.
3. **At the same time, the team of the Association** sees ways of its next modernizations, which will be implemented gradually, step by step:
 - **Monitoring format 3.0.** Involves repeated monitoring visits of those legal clinics that were monitored before the format was introduced 2.0 (of 16 legal clinics and they also deserve the support of the Association of expert support their development) – but this time – including follow-up development plans. They will have a narrow toolkit of the assessment phase, as only the actual update from the time of the first monitoring in the 1.0 format will need to be investigated.
 - **Monitoring format in 4.0.** The Association notes that the current monitoring tool assesses the basic (standard) working conditions of the legal clinic. At the same time, more than twenty years of experience in reviving the legal clinical movement of Ukraine highlights the positions where domestic legal clinics demonstrate leadership and managerial potential, which is sometimes higher than similar social networks in Ukraine and foreign countries. In return, the Association can develop quality tools for business analysis. Therefore, the 4.0 format is likely to be the Legal Clinic Leadership and Management Index tool, which will measure the key achievements and unique practices of legal clinics and thus promote their experience to the environment.
 - **The monitoring format 5.0** will be about improving not so much the tool as the organizational approach. We plan to adapt the monitoring in the 5.0 format to another important process undertaken by the Association: the development of a model of regional leadership of legal clinics. According to this approach, legal clinics in the region operate and grow self-governing and cooperatively, and the Association of Legal Clinics of Ukraine helps them in this. Therefore, the developed managerial potential of the legal clinical movement in each region of Ukraine will allow local communities of legal clinics to evaluate and develop their participants directly by teams of regions with the narrow involvement of the National Association. The purpose of this step is simple - monitoring will become more massive and regular.

