



**COUNTERPART**

**BELARUS CIVIL SOCIETY STRENGTHENING PROGRAM**

**BELARUS FINAL PROGRAM REPORT**

**April 1, 2003 to September 30, 2005**

**Submitted to USAID/Belarus**

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Counterpart International, Inc.

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For the Period: 01 April 2003 — 30 September 2005

## **I. EXECUTIVE SUMMARY**

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### Program Approach

The Belarus Civil Society Strengthening Program (the CAP program) was a logical extension of the previous regional cooperative agreement (in operation March 1997 – March 2003). Capacity building and grant support under the former program served to foster an environment where the 3<sup>rd</sup> sector became increasingly understood and recognized as expert and effective in promoting community responses to locally-identified needs.

Under the new cooperative agreement, the basis for this report, the focus was not merely to continue support to CSOs, but to strengthen the capacity of CSOs through expanded outreach to engage ordinary citizens and to promote effective cross-sector partnerships at the local level. A coherent progression of successful models and mechanisms was introduced and adapted to the Belarusian context. These models and mechanisms included the informal network of “public clubs,” participatory community assessments, participatory action planning, community development foundations, social contracting and social enterprise.

Increased citizen-awareness and participation in local decision-making was a key objective under the program. This objective was best exemplified by the Belarus “public club” model. The public clubs became an attempt to create an informal network as a neutral forum for local leaders from a variety of sectors in the community, CSOs and initiative groups, to come together and identify and discuss priority local issues. The public clubs became the core of the program and were an entirely local adaptation of more traditional community-councils that serve as models for civil society development world-wide. The “public club” concept was introduced at the end of the previous program (2002-2003) as a pilot in 3 communities (Smorgon, Baran, and Zhodino) and expanded to a total of 8 communities by the start of this cooperative agreement. During the April 2003-September 2005 operating period, the public club network was effectively operating in 25 communities. The non-partisan nature of the public clubs was critical in building broad community trust and support for ensuing local initiatives. Moreover, the public clubs were an effective mechanism to foster civic-literacy, local lobbying and advocacy, and public-private partnerships through community development foundations, territorial self-governing body and social enterprises.

Participatory community assessments and planning proved to be effective mechanisms for identifying and articulating local need and priorities to local government and, perhaps more importantly, for educating and engaging ordinary citizens in a transparent process of local decision-making.

The community development foundation model was introduced to institutionalize the rapidly developing capacity within the public club network and to more effectively support local initiatives while solidifying local partnerships committed to sustainable community development. As a result, various sector participants, including the heads of local “Ispolkom” (municipal authorities) who had participated in several cross-border study tours to observe operational models in Russia, Slovakia, Bulgaria, and Poland spearheaded local initiatives to create community foundations.

With time, some program activities were aligned with the priority development areas of the Government of Belarus (for example, unemployment and vocational job-skills training). This, together with momentum generated by the joint UNDP and Government of Belarus “National Strategy on Sustainable Development,” presented an opportunity to introduce social enterprises and social contracting. The dynamic environment created by the public clubs in participating communities served to support business literacy/entrepreneurship

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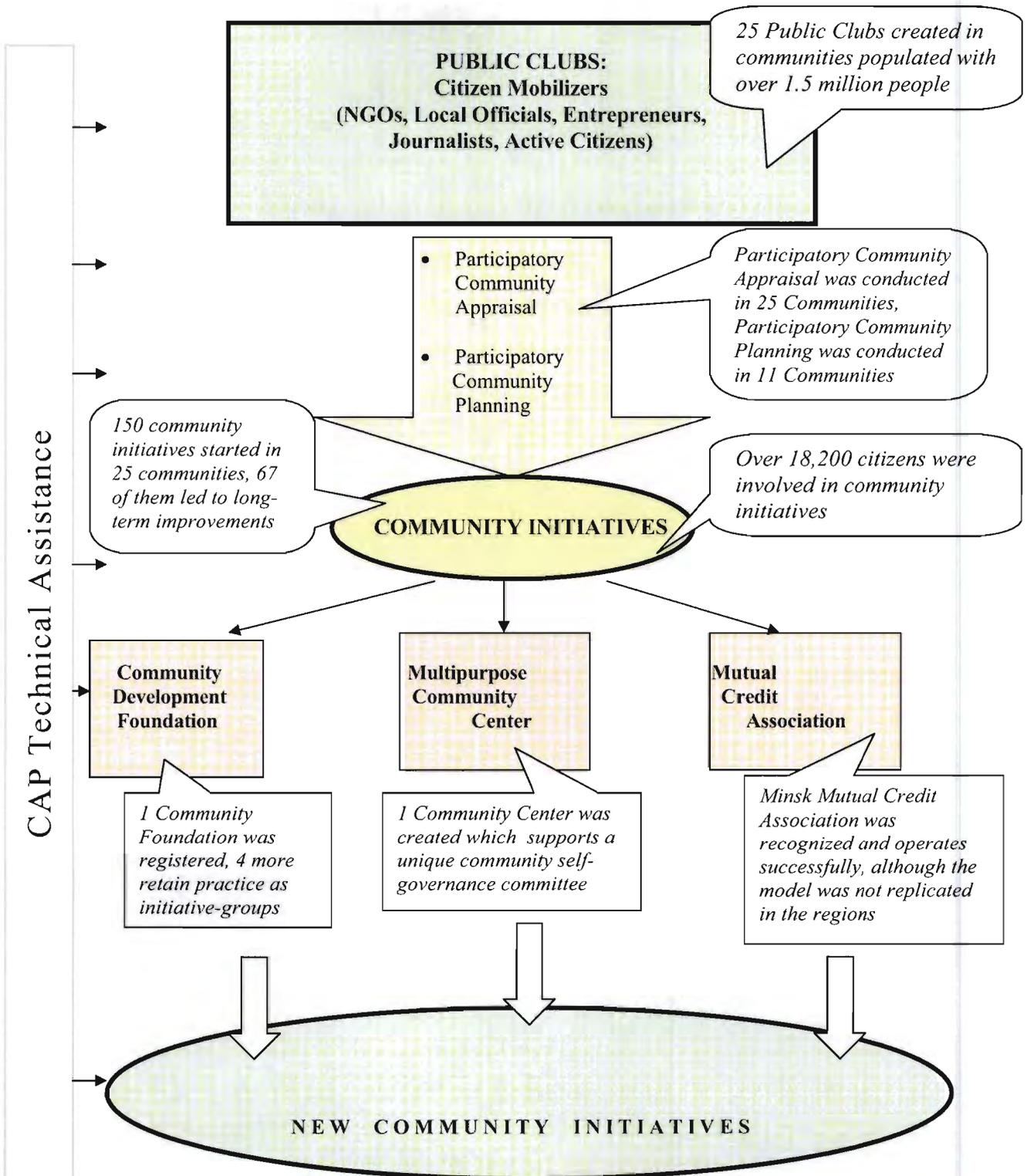
training that introduced the concept of local asset-identification as a means to sustain local development and NGOs. Social Entrepreneurship was quickly grasped. However, despite support from the Ministry of Labor, few social enterprises became operational and only one significant social contract remains in existence, due to lack of support from higher-level authorities at Presidential Administration and Ministry of Foreign Affairs.

The public clubs, initiated by local CSOs and supported by the CAP program, continue to provide members of the public club communities with access to information, technical instruction, and a non-partisan forum to discuss issues of local importance. Overall, public club forums brought together community stakeholders in order to share resources and information, identify priority local problems and solutions and generate greater public participation in the democratic process.

It is particularly important to highlight three key-areas encompassed by the community (public club) generated initiatives: Community Development Foundations, Multipurpose Community Centers, and Mutual Credit Associations. (Please see the schematic below for a visual presentation of this structure.)

One community foundation (*Smorgon*) was officially approved and registered in December 2003, marking the establishment of the first-ever community development foundation in Belarus. The fact that a community foundation was approved and registered in *Smorgon* (in light of legal burdens introduced in October 2003 – Edict #460 and Decree # 24), and that other groups have since submitted documents for registration, would tend to indicate a cross-sector interest in such foundations and an increased understanding – by public officials at various levels – of the concepts and benefits of such foundations. However, at present, the foundations that attempt continued operations, or those that attempt start-up operations, must re-register under new 2005 legal requirements. Community development foundations do not currently have official/legal operational status; and can only operate “at their own risk” as initiative-groups. Inconsistent applications of decrees and edicts are evidenced by the fact that one multipurpose community center continues to develop and operate in Baranovichi. Its status as a “committee for territorial self-governance” that effectively engages the 3<sup>rd</sup> Sector, local authorities, and citizens is unique in Belarus. Also, though the original Minsk mutual credit association has not been replicated in the regions, it has been recognized by the government and was awarded nearly \$14,000 from the Minsk city authorities for use as loans to members.

**CAP Belarus**  
**Citizen Mobilization Framework and Main Achievements**



### Strategic Adjustments

The spate of restrictive decrees and edicts in late 2003 forced CAP to temporarily stall grant payments. Though delayed, funding to the existing public clubs resumed in 2004. Also, as a result of the CAP training program's *homework-initiatives* (that were supported almost entirely with local community resources), other activity continued unabated (including the Youth Leadership public club initiatives).

Legal burdens requiring registration of grants received by grantees made it increasingly difficult to expand the CAP public club network and related community initiatives. To combat these constraints and continue to expand outreach, network, build capacity, and increase the opportunity of new partner groups to effectively implement broad-based local initiatives with CAP funded support; CAP invited registered organizations to participate in competitively selected "long-term training courses". The focus was to effectively engage new groups through intensive trainings; and to expand outreach through support of the resulting "home-work" community-initiatives. Grants became less the priority due to the protracted registration requirements. [As with the public clubs, the related youth leadership and women's empowerment programs also participated (competitively selected) in specialized long-term training courses.]

In 2004, and through the end of the program in 2005, the host government continued to place obstacles on CSO operations. These restrictions forced a continued reevaluation of CAP programming priorities. Areas of operation seen to be less threatening to the host government were explored. Thus, in April 2004, CAP announced a countrywide "social grants" competition that targeted unemployment (job-skills training, business and managerial skill building, and social enterprise development), and other social issues including: HIV/AIDS, Breast Cancer, Substance Abuse, Anti-trafficking.

The social grants helped to achieve tangible results on specific issues identified as key concerns in the community, but they also served as a mechanism to implement educational roundtables and seminars related to broader questions of empowerment, leadership, and civic activism.

Another effort to shift programming into areas viewed more favorably by authorities was to conduct cross-border study-tour exchanges in key areas like health (HIV/AIDS - Ukraine); entrepreneurship and sustainability (social enterprise, community development foundations, local partnerships & public policy – Ukraine, Bulgaria, Slovakia, Latvia); and women and youth empowerment (anti-trafficking, alcoholism and substance abuse, healthy lifestyles – Ukraine, Lithuania, Poland).

During the summer of 2004, Counterpart International submitted its re-registration application to the Ministry of Foreign Affairs; the previous 3-year registration terminated on 14 August 2004. As we sought to take stock of the program and its activities, it became increasingly clear that we had to remind local officials about the synthesis between Counterpart's programming and the priorities of the Government of Belarus. In retrospect, however, it became more apparent that the highest levels of the host government disfavored US development assistance and sought to expel foreign aid organizations, often by simply allowing their representative-office registration to expire by not favoring re-registration attempts.

### Phase-out & Localization

The restrictive political environment and the host government's disapproval of US development assistance posed the key challenges to program implementation, ultimately culminating in the forced close-down of the program office by the Belarusian authorities. This forced Counterpart to localize program operations with Counterpart's affiliate, the International NGO ACT (Alliance of Consultants and Trainers). Counterpart continued to manage the project from neighboring Ukraine, with ACT serving as the implementing arm. Despite logistical challenges, ACT successfully continued capacity building activities. Late in 2004, inconsistent with the forced close-down of the Counterpart program office (premises vacated / actual close-down in December 2004), nine "social grants" were registered and Counterpart International, Inc.

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approved by the Department of Humanitarian Affairs. ACT also became more involved in providing assistance with the management of grants disbursed within the Public Club network. The grants summary, presented later in this report, shows the inconsistent application of the Belarus government's grant registration and approval process.

Early in 2005, USAID requested and approved a Counterpart plan for an early phase-out of the project, through localization with ACT, by the end of September 2005. The phase-out period placed emphasis on ACT's own organizational development and the continued use of its training/capacity building expertise. Through ACT, Counterpart established a legal operating structure which could continue to provide services to the Belarusian 3<sup>rd</sup> Sector, while also building a new level of relations with local groups. Counterpart recognized that any proposed continued activity must meet local needs and remain demand-driven. Further, it was understood that any continued activity had to start-off slowly, to fully allow interested governmental structures to acquaint themselves with the nature and scope of the newly localized ACT. The public clubs and their cross-sector representatives and citizens had to continue to be seen as active partners calling for and determining their own needs, priorities, and agendas. Moreover, this had to be done in conjunction with local authorities, who had become increasingly supportive and active. Individual members of local government began to constitute an increased resource to CSOs through partnerships established under the public club network; and through their ability to articulate effective messages about the public club concept and its initiatives to higher level authorities. However, as the 2005 calendar-year came to a close, more and more local authorities were pre-empted from openly supporting and participating in public clubs and their initiatives as a result of yet new decrees and edicts. ACT's role was thus not merely to maintain its position as a leading expert in capacity-building and consulting-services to the Belarus 3<sup>rd</sup> Sector; rather it was to seek innovative approaches and partnerships (local and international) in order to promote a stronger understanding of and support for sustainable partnerships that would directly respond to locally identified need. These partnerships (described below) offer continued, though limited, access to and engagement of citizens and communities. (*For more information on ACT's activities, please see Attachment A.*)

As a result of the localization, the body of CAP program partner NGOs, CSOs, and public clubs had to critically review their operations, structures, and strategy in order to prepare for the loss of a major funding source (the USAID-funded CAP program). As a result, this transition for CSOs was marked by an increased understanding of and call for stronger *local partnerships* and continued *local advocacy* efforts, by and for local citizens. Examples of this transition and its impact in identifying local resources and solutions to local problems are described further below.

The environment for NGO activities deteriorated in the second quarter of 2005. It was common for the authorities to ban the use of space, including hotels, libraries, cinema-halls or clubs, for NGO activities. For example, in May 2005, the Swedish-Belarusian NGO Partnership Conference was cancelled under a verbal pretext from the Ministry of Foreign Affairs that all conferences, seminars and similar events initiated by NGOs were directed against the Belarusian state. It also became more difficult to organize local events because public clubs and local initiative groups began to feel that attracting the attention of local authorities by inviting outsiders to participate in or assist with their events left them unsafe. Though ACT was never visited or contacted by any security forces during this period of time, it was clear that ACT's activities were and remain under scrutiny by state authorities (one of the institutions where ACT was holding its trainings was visited by the fire safety department which put a ban on using the space for NGO events, arguing that the venue did not meet fire safety standards).

This led to a slow down in program operations throughout the CAP partner community network, its public clubs and NGOs. This situation has made ACT's activities sporadic and geographically scattered. ACT now works locally only where conditions guarantee enough safety to implement the planned part of the project in full. The increasingly restrictive environment has lowered some performance indicators; however this does not mean that public interest and motivation has diminished. Increased independent activity at local levels continues in those communities where CSOs have effectively advocated on behalf of citizens vis-à-vis government authorities. Similarly, activity continues in areas most closely aligned

with expressed government interest, like activities which support the Chernobyl region. ACT has deftly expanded and strengthened its partnership with UNDP-CORE program and applied for and received a near Euro 100,000 grant from the European Union that targets support to the Chernobyl region. Perhaps most remarkable under the current circumstances, ACT has been able to continue to work with the non-aligned/non-partisan Youth Leadership Program, launched under the CAP program.

## II. PROGRAM PURPOSE

- To increase citizen involvement in community initiatives,
- To improve organization capacity of Belarusian CSOs, and
- To improve information provision by local media.

## III. PROGRAM IMPACTS

The significance of the success stories presented below is that despite the long grant-registration period experienced in 2004 and 2005, and other legal requirements enforced during 2005, local groups within the network of CAP program communities and public clubs continued operations independently with local community support and resources.

Public clubs and initiative groups under the CAP program contributed to a process of changing attitudes in communities that began to express more interest in information and education in order to improve local standards and quality of life. This nascent interest continues to be fostered by a number of committed community-innovators and leaders. Subsequent initiatives and their success during the 2003-2005 period are especially extraordinary in light of the fact that many of the communities in CAP's network are new to NGOs and foreign-donor supported programming.

*For further details on impacts, please see the Monitoring & Evaluation and Performance Measurement sections later in this report.*

### **Program Activity Statistics Summary - April 1, 2003 to September 30, 2005**

Number of targeted communities: 25  
Population of communities: 1,560,000 people  
Number of local CSO-partners: 60  
Active membership of local CSO-partners: 7,830 members

Total number of grants awarded – 86, total amount of grants awarded – \$847,000. However due to host-country government legal burdens created in 2004 and 2005 only 37 grant projects with a total value \$362,000 were implemented. Despite strenuous efforts, the other grantees did not succeed in legalizing their grants with the Belarus government.

Total number of trainings – 548, including:

- 251 trainings conducted by Counterpart team
- 297 trainings conducted by participants in Counterpart trainings – local NGO and community leaders

Total number of workshops – 134, including

- 38 workshops conducted by Counterpart itself
- 96 workshops conducted by participants in Counterpart trainings

Total number of roundtables: 55

Total number of study-tours to neighboring countries: 8

Total number of study tour participants – more than 100 - including leaders of NGO partners, as well as representatives of local governments and local businesses, to destinations including Lithuania, Latvia, Poland, Bulgaria, Slovakia, Hungary, and Ukraine.

Total number of participants in trainings, workshops, roundtables and study-tours: 3,680 (estimated, single-counting)

Total number of talk-shows produced and broadcasted by 10 local TV stations: 88

Total population of area covered by TV talk-show broadcasting: 2 million people (estimated)

### **Public Club Success Stories: Agents of Change in Local Communities**

#### ***Baran: Public Club Addresses Key Social Issues***

The Baran Public Club "*Stupeni*" (*Steps*) built strong partnerships with businesses and governmental authorities in the process of addressing key local issues. Baran is a small satellite town of Orsha in the Vitebsk region. The collapse of its main state enterprise "*Lios*" (radio electronics) has caused further deterioration to the town's economic development and has had a negative social impact. The key community issues of *low quality drinking water, limited infrastructure for youth and children's leisure time, unemployment (especially for women), and the lack of information and sources of information in the town* were identified through a community assessment, a public survey and focus group discussions with key stakeholders. The community assessment was conducted by the Public Club initiative group in 2001. Based on its results, the Public Club stakeholders and partner NGOs have led the process of addressing these key community issues with CAP technical and grant assistance.

One in nine citizens of Baran signed a letter addressed to the local administration expressing support for the CAP-funded Public Club project aimed at cleaning the community's drinking water. The letter resulted in the government's decision to jointly finance the project and allocate BYR 50 million from the municipal budget to design a new water-cleaning station in the summer of 2003. The next BYR 525 million (approximately \$245,000) from both local and national budgets was to be allocated for construction in 2004 — BYR 20 million has already been transferred. Utility connections now carry water directly into neighborhood complexes, replacing the public fountains/spigots. Supported by local deputies, an advocacy campaign within the "*Clear Water*" project created preconditions for social contracting in solving communal and municipal issues. Stakeholders of the yet-to-be registered Community Development Foundation in Orsha/Baran consider "*Clear Water*" to be a worthy aim of the first initiative-group fundraising campaign.

Another CAP-funded project was aimed at supporting the improvement of the local environment, including the construction of facilities for children and youth to spend their free time in the open air. Town residents, representatives of both NGOs and municipal and communal services, as well as the town administration and deputies discussed *The State Program of Town Development* at a roundtable. All the stakeholders agreed to pool resources and concentrate efforts for joint activity and to engage citizens that were reluctant to act. Four state structures, 2 business entities, 7 public associations and initiatives, and about 250 citizens were involved in activity including cleaning streets and yards, renovating children's playgrounds and sports fields, putting benches in the park, and planting trees. The business community contributed to the process by repairing street lights. A broad information campaign reached the local population by means of leaflets, announcements, and numerous issues of the "*Stupeni*" and "*Zhensky Vopros*" newsletters, as well as coverage by local newspapers.

The town improvement activity is community-driven, despite the end of the grant-funded project. Young volunteers have conducted participatory community appraisals (PCA) among school children and youth that confirmed the unsatisfactory town environment for youth and children as a key issue. The local deputies passed on the results of the PCA to the *Head of the Commission on Youth Affairs*.

In addition, the Public Club's leading NGO, the Baran branch of "*Belarussian Women's League*" began a new project "*Women Leadership and New Opportunities for the Community*" supported by CAP. The project's aim was to enhance active women's participation in public and economic initiatives, and to increase their "employability" by educating them in leadership, conflict resolution, effective communication, and effective self-presentation on the labor market. It included continued operation of an "*Information Center for Unemployed Women*" that was previously set up. Galina Matushenko, the Public Club leader and local

deputy, had completed a course at the European Humanities University (EHU) in Minsk. The EHU became a national-level partner organization for the project's implementation. Women trained under the project were invited into the new public initiative "*Women's Employment Club*". The State Employment Service agreed to be more responsive after the joint roundtable discussion on women's unemployment and a *Vocation Fair*.

The development of the Public Club in Baran empowered existing NGOs and public initiatives, and broadened their joint outreach. It created preconditions for a more effective means of addressing key social issues in strong partnership with local authorities through joint participatory community appraisals, planning, community foundations, and other effective models of cross-sector interaction.

***Baranovichy: New Model of Partnership to Support Sustainable Community Development***

The first Committee of Territorial Public Self-Governance "Nadezhda/Hope" (KTOS) was registered late in 2003 in Baranovichy. Its goal was to bring people in neighborhoods into the process of improving life in their community. The Committee of Territorial Public Self-governance "*Nadezhda/Hope (KTOS)*" was the first such registered organization in Baranovichy in over 15 years. Forty-five delegates were elected to its constituent-assembly from 1500 citizens, with full support from the local Executive Committee (Mayor's office). A former CAP grantee, "*Baranovichy Ecological Union*" and its director, Anatoly Bankevich, spearheaded the drive to launch and register *KTOS*. CAP trainings "Legal forms of public activism" and "Fundraising technologies", and legal consultations facilitated the initiative group's registration process.

The council prepared a community development plan, and the council members collected citizens' contributions for improvements to the neighborhood. In an effort to stem the increase of crime in dark neighborhood streets and courtyards, the committee (with support from CAP, the World Bank, and local authorities) lobbied for and succeeded in getting the government to install streetlights in one city neighborhood (February 2004). Over 1000 citizens made cash contributions amounting to \$5,000. The World Bank matched the \$5,000 cost-share from the housing cooperatives; and "*KTOS*" coordinated the installation of street-lights in the neighborhood.

The Counterpart grant also helped this organization to establish and equip a community center, which serves as a resource center for the new Local Community Council and its members, and supports the implementation of community initiatives. This project remains currently active. In addition, the Committee of Territorial Public Self-governance "*Nadezhda/Hope (KTOS)*" conducted 2 seminars for representatives of the local authorities on the topic of current housing legislation.

As a further outgrowth of the project, the community of Parkovaya, which is located in Baranovichy (Brest region) and has a population of over 3000 people, followed its successful registration of the Territorial Self-Governance Committee *Nadezhda/Hope*, with the creation of another first-of-its-kind organization in Belarus—a Local Community Council. The purpose of the council was to improve the living conditions of the residents through increased civic activism.

*Nadezhda* was able to register a grant received from Counterpart with a full tax-waiver. This is unique considering the highly restrictive environment in Belarus in 2005. A large number of support letters from ordinary citizens, representatives of the local authorities, and national level parliamentarians were sent on behalf of *Nadezhda* in order to convince the highest level officials to allow this project to happen. Also, as a result of negotiations between the "*Nadezhda/Hope (KTOS)*" and the Baranovichy city authorities, the city authorities agreed to allocate the equivalent of \$12,000 to the project from the city budget. Even though this is remarkable in itself, it is also important to note that the Mayor's office has approached CAP for ideas and support to expand the capacity of and replicate (to cover more sectors of the city) the local self-governing committee to other sectors of the city.

Finally, it is also significant to point out that this viable and unique model in Baranovichy was an outgrowth of nearly two-years of CAP program efforts that included trainings, consultations, and study-tour exchanges to Russia, Bulgaria, and Slovakia to visit community development foundations. The participating community leaders were able to synthesize and adapt aspects and principles of the foundation models in other countries to

devise an entirely new approach that won the critical support of local authorities as well as neighborhood citizens.

***Zhodino: From Client-Oriented Activity to Community-Service***

The ongoing work of the "European City" Public Club Association has resulted in improved child-nutrition of over 2,200 children in public schools, and the creation of a women's initiative group in the local community of Zhodino.

In 1997, a group of young students and schoolteachers from Zhodino, a small town on the outskirts of Minsk, created and registered an NGO called *New Kastalia*. The NGO was created to inform local teenagers about their civil rights and provide social activities and educational assistance for them. Lack of activities, poverty, and troubling family situations led many of the youth in Zhodino to use drugs or alcohol. Concerned about the future of these young people, *New Kastalia* taught young people how to help themselves.

Supported by CAP grants and technical assistance over the last four years, *New Kastalia* has served a constant stream of teenagers. The events organized and sponsored by *New Kastalia* have provided the youth of Zhodino and the neighbouring villages with technical assistance, organized activities, and hope for the future. The *New Kastalia* headquarters has evolved into an informal community center which is used by young people as well as parents, teachers, businesses, and government officials. Over 1,000 citizens have participated in the NGO's programs. With the last two grants from CAP, *New Kastalia* initiated the creation of the "European City" public club association, and thus broadened its outreach to include the entire community.

*Zhodino Public Club Association "European City"*, together with members of the community, identified local concerns over the low quality of food cooked for children attending local kindergartens. In close cooperation with local authorities, the Public Club initiated an advocacy campaign to solve this problem. An initiative group organized a series of roundtables and meetings with local officials, deputies, kindergarten managers, local journalists, members of the local community, and NGOs. It disseminated information about *children's nutrition in kindergartens* to local community members and state bodies through local newspapers and public club meetings, and organized a taping and broadcast of a special TV talk show highlighting the issue of children's nutrition.

All these efforts convinced the local government to consider this issue. The decision was made to test a new nutrition system in local kindergartens. A 15% increase in state funding and additional contributions from parents have improved the meals provided to children attending local kindergartens, which now include fruit, yogurt, and juice. The improved school-nutritional program was then expanded to include all 14 city kindergartens, reaching more than 2,200 total children.

Regular working meetings and educational seminars have resulted in an increase in both the number of active citizens involved in public life, and also have led to the establishment of a new women's public initiative that plans to register as a NGO.

At present, the Public Club initiative group continues to work actively in Zhodino. Regular working meetings, round table discussions, and public events not only promote the Public Club and the creation of a *Community Development Foundation* in the community; but also promote strong partnerships with businesses, and increased outreach to new active members through Public Club activities.

*Please see Attachment B for further success stories, including: Community Development Foundations, Youth Leadership, Women's Empowerment, Information Provision (talk-shows), and Community Initiatives.*

#### **IV. SPECIFIC ACTIVITIES (By Objective)**

Throughout the reporting period, CAP trainings, roundtables, and talk-shows continued to focus primarily on outreach and raising awareness of community members, building the capacity of local NGOs, and developing improved access and provision of information to citizens and a closer cooperation with the media. Additional

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focus was placed on involving more citizens in community life in the localities not yet targeted by CAP. An important component of this effort to expand outreach was the publication of a civil society newsletter.

CAP support allowed local groups to continue mobilizing citizens for support and participation in public club initiatives at multiple levels through, for example, direct town meetings, talk shows, lobbying and PR campaigns.

A new national level long-term training program (explained in more detail below under the Objective 2 training section) was designed to meet the disparate needs of the different categories of CSO Public Club partners – the original eight (8) pilot public clubs, already in operation at the beginning of this cooperative agreement, were vastly more advanced than the new public clubs that joined the CAP network.

Many new groups and initiatives joining the CAP program through the public clubs were isolated and operated in a vacuum devoid of opportunities to share 3<sup>rd</sup> sector experience, with minimal access to information. Operating in such an isolated environment fostered deficient capacity and weak organizational structures with limited ability to effectively absorb new knowledge and to implement effective community supported initiatives. The new focus on national level training (and pre-grant competition training) allowed various groups from throughout Belarus to train with each other, and thus foster cross-regional cooperation, mentoring, exchanges, and networks.

This relatively new approach was implemented in June-July 2003. During the ensuing period, success was visible in the relatively strong proposals received from the new body of aspiring public club NGOs. As a result, Counterpart was able to add 17 new public clubs to the CAP public club network during the first year of the cooperative agreement, bringing the total public club communities to 25 (including the 8 original rural clubs under the 2002 pilot).

Additionally, participatory community appraisal and participatory community action planning was introduced in 2003. This component became integral and critical to the CAP Program's mission to increase citizen participation in local decision-making. Over 200 community leaders and citizens were involved in community appraisals in partner towns and cities. It is this latter reference to direct participation by local citizens (people who have never before been involved in any public activities or community initiatives), that makes the community appraisals a unique tool to promote local empowerment and self-governance. These participatory community appraisal and action-planning exercises facilitated a transition at the community level that clearly began to increase citizen awareness and concern over the status of services provided by government and the need for resolution of local problems. One notable result of this appraisal/planning was a registered and operational local "self-governing body" in Baranovichi. One of their first tasks — with CAP and World Bank support — was to lobby for and install public lighting in one sector of the city.

These capacity building mechanisms, targeted at the Public Clubs, continued to support the attainable goal of creating community development foundations in Belarus. CAP organized study-tour exchanges to Russia, Bulgaria, Slovakia, and Poland for CAP Public Clubs which were acting as initiative-groups to establish community foundations in Belarus. More detail is provided later in this report.

Additionally, talk show programming supported all aspects of the CAP program. The talk shows were an effective tool used to promote increased provision of information to ordinary citizens and introduce public debate at the local level. Locally identified issues discussed on the talk shows sparked public interest and participation in exploring and developing solutions to key local concerns. One success story (Zhodino child nutrition, presented above) demonstrated the overall effectiveness of the talk shows in the city of Zhodino, where after talk-shows and public discussion, the city and the department of education agreed to provide additional funding for improved nutritional standards at local school cafeterias. The highly successful talk shows were implemented through cooperation with the local Belarus NGO "Information Development Promotion Foundation" - IDPF (formerly Internews).

It is important to remember that in the absence of any significant USAID media programming in Belarus at Counterpart International, Inc.

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this time, the talk show mechanism not only informed and educated those most in need of information in regional and rural areas; but also promoted enhanced quality provision of information by both print and broadcast media. Furthermore, this mechanism promoted business development and more effective cooperation between the business sector (private and state) and the 3<sup>rd</sup> sector NGOs in support of sustainable community development. More detail on the talk show program is included later in this report.

**OBJECTIVE 1:** To increase citizen involvement in community initiatives.

**In order to achieve this objective Counterpart conducted 92 trainings, 29 workshops, 47 roundtables and 4 cross-border study tours for more than 3,000 participants. Participants in Counterpart trainings conducted 297 trainings and 96 workshops in their communities. 59 community initiatives support grants and 7 youth leadership grants were awarded.**

Counterpart implemented its *Civil Society Strengthening Project* based on the belief that citizens will best solve their problems through their own initiatives and through fair and transparent processes that produce tangible outcomes. As such, Counterpart was committed to fostering the highest level of participation and collaboration within Belarusian communities, ensuring that community stakeholders—individual Belarusians, CSOs, media, local government officials, private entrepreneurs—have the necessary tools and resources to address pressing community needs.

Counterpart supported and encouraged democratic processes in all aspects of community, social and economic life. It mobilized citizens to work together to identify their community's problems and to create solutions to these problems. In all aspects of program implementation, Counterpart has strived to maintain the crucial balance between *process* and *results*. Ultimately, the program involved as many citizens as possible in community decision-making in order to affect positive lasting change.

Counterpart carried out its program utilizing a logically-sequenced, comprehensive plan of community development tools starting from roundtables and participatory community appraisals, followed by capacity building trainings and grant support, and then the implementation of community initiatives. These activities were planned so that they would meet locally-identified needs for additional skills and tools for the specific Public Club.

Ultimately, increased citizen involvement was seen as being dependent on the expert capacity of recognized CSOs and their capacity to effectively communicate with the broader public, and more specifically to effectively articulate and lobby their interests with local authorities. However, this expertise, as embodied by the CSOs through individual leaders and stakeholders was limited. Thus to ensure broader outreach and civic awareness, through an expanded body of new local-experts, a critical first-step was to identify and support a cadre of "social organizers or community-coordinators" that could effectively develop, communicate, and engage citizens. Detail on community-coordinators is provided under objective two; however discussion on one key-tool used by the coordinators to educate and engage ordinary citizens, the "participatory community appraisals/assessments" is introduced below.

#### **A. Roundtables**

All 47 roundtables mentioned in this section were facilitated and conducted by Counterpart staff during the first year of program implementation. Further roundtables were initiated, facilitated and conducted by Public Clubs themselves as the outcome of the training and grants program.

##### **1. "Opportunities for Cooperation in Local Communities" – 26 round table meetings in 26 towns:**

**Purpose:** To disseminate information about new opportunities for local citizens to become involved in community life and to encourage them to discuss the challenges of starting up a public club in the community.

**Outcomes:**

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- As a result of the roundtable discussions, 34 towns applied to be included in the Public Club Development program;
  - 357 participants from 26 towns demonstrated awareness of the processes that can be initiated and developed by local Public Clubs with the involvement of the representatives of state, business and CSOs;
  - Participants started a dialogue between representatives of state, business and CSOs in their towns.
2. **“Community Assessment” – 6 roundtables in 6 towns.**  
**Purpose:**  
 To identify tools and mechanisms of local community cooperation and citizens’ involvement for solving community issues.  
**Outcomes:**
- 112 people participated in roundtable discussions;
  - CSOs representatives, local officials, private entrepreneurs and media discussed the opportunities to participate jointly in community projects implemented by Public Clubs.
3. **“Impact and future perspectives of ‘Clean Water’ project in Baran”—1 roundtable in 1 town.**  
**Purpose:** To strengthen and continue the positive achievements of community based “Clean Water” Project of Baran Public Club.  
**Outcomes:**
- Thirty people - representatives of local CSOs, local media and regional press, head of Baran executive committee, several deputies, and officials from town water supply services - came together to discuss the situation regarding the drinking water supply in Baran.
  - The roundtable discussion raised the importance of joint efforts of the local community and, as a result, the significance of creating a local Community Development Fund as an instrument to attract, accumulate, and increase community resources.
4. **“Presentation of Public Club’s activities” – 14 roundtables in 13 communities.**  
**Purpose:** To enhance the role of Public Clubs.  
**Outcomes:**
- More than 570 people representing local CSOs, local and regional media, officials and local deputies participated in roundtable discussions related to various community issues solved by Public Clubs;
  - Community members provided feedback on existing issues and Public Club activities.

#### **B. Trainings – Public Clubs and Initiative-Groups**

Counterpart supported significant training-related activity that moved to target the involvement of groups of ordinary citizens and not merely NGOs and local community stakeholders.

First, the need emerged to introduce Counterpart grantees that implemented public club initiative projects to the concept and mechanics of Participatory Community Appraisals.

Second, Public Clubs supported by Counterpart produced groups of local citizens who started to regularly take part in community activities. This approached a level that required increased education and information support to the local citizens, so that their regular and increased involvement would become more informed and pro-active. These groups of local citizens were trained on “NGO Basics” to become more aware about legal forms of local group activities, and on “NGO Activities Planning” to help them with basic planning skills and the development of logical-framework.

Third, the increased need of NGOs and initiative groups in communities to promote their value and social focus in the communities in a more structured way prompted Counterpart to start a long-term multi-phase course on community Public Relations for different groups of community leaders and innovators.

**1. "Training Course for Public Club Initiative Groups" - 3 national level trainings**

**Purpose:** To introduce approaches and tools of citizens' broad involvement in democratic practices to community leaders interested in Public Club model implementation.

This was a national level training course designed by Counterpart trainers and conducted in the very beginning of the program for those community leaders who were interested in Public Club models.

There were 38 participants from Lida, Pinsk, Brest, Mogilev, Maryina Gorka, Svetlogorsk, Orsha, Mosty, and Mozyr. Several representatives from the existing and more experienced Public Clubs attended the training as experts providing additional contribution to the learning process.

**Outcomes:**

- Participants prepared and conducted round tables in their communities where they presented the idea of the Public Club as a tool for community development;
- Roundtables were conducted without any financial support from Counterpart, all resources including labor, space rent and supplies were generated by initiative groups locally;
- Initiative groups from Mogilev and Orsha further created Public Clubs.

**2. "Participatory Community Appraisal (PCA)" - 24 training sessions for community leaders from 27 towns**

**Purpose:** To introduce a new approach of participatory community appraisal and apply it in local communities

**Outcomes:**

- 17 participants from 8 Minsk-based CSOs revised their project activity plans to include Participatory Community Appraisal in their communities;
- Participants applied PCA tools to NGOs' everyday work with target groups in order to increase community outreach.
- PCA plans were developed for communities;
- Participatory Community Appraisals were implemented in 25 local communities;
- 50 to 200 local citizens in each community were involved in the process of PCA;
- Results of PCA in each community became a base for further community actions.

**3. "Participatory Community Planning" - 7 training sessions for 7 Public Clubs**

**Purpose:** To teach concepts and tools to create a community plan addressing local priority issues.

**Outcomes:**

- Initiative groups addressing different priority issues of local communities were formed and keep working regularly;
- Public Clubs developed plans for actions aimed at solving identified issues;
- Public Clubs formed working groups and started to develop a draft of community development plan with active involvement of local authorities, businesses and key activists into the process;
- Local resources (people, materials, support from local authorities and state social institutions — schools, social support centres) were mobilised;
- Community actions in Grodno, Minsk (Zapad district) and Rogachov were organized to implement community development plans, each action involved 35 to 600 people.

**4. "Public Club Basics" - 13 training sessions in 13 communities**

**Purpose:** To raise the participants' awareness of the concept and mechanisms of Public Club as a tool for developing local communities; to help the participants gain knowledge and develop basic skills necessary for initiating the creation of Public Club as a non-formal voluntary form of cooperation in the

community.

**Outcomes:**

- 207 local leaders developed an understanding of what a Public Club is and how its operations can be effectively managed and organized;
- Local leaders agreed on the importance of intra- and cross-sector cooperation as a means to avoid possible barriers to the Public Club's operations and progress;
- Communities from all the town-participants of the training submitted proposals to CAP Public Club Creation grant competition;
- Participants from Lida, Pinsk, Brest, Mogilev, Maryina Gor'ka, Svetlogorsk, Orsha, and Mozyr arranged and conducted roundtables in their communities discussing local key issues with active involvement of local authorities, business, and interested local citizens (20-30 people attended roundtables in each town);
- Initiative groups from Svetlogorsk, Lida, and Orsha prepared and sent information to local mass media in addition to the information gathered at the roundtables by local journalists which further resulted in 6 publications issued in the local press.

**5. "Volunteerism and Citizens' Involvement" - 6 training sessions in 6 communities**

**Purpose:** To involve citizens in public activities according to their motives and community needs.

**Outcomes:**

- Four groups of volunteers working for different targets were formed;
- Leaders of volunteer groups made and coordinated their future working plans;
- Participants developed practical recommendations on different training topics;
- Voluntary activities were organized in 6 communities; 438 volunteers participated.

**6. "Effective Communication within Public Clubs and Local Community;" 8 training sessions for representatives from 8 towns**

**Purpose:** To train participants with principles and ways of communicating effectively within their initiative groups, Public Clubs, as well as with the environment.

**Outcomes:**

- Participants were trained on how to make good public presentations and made practice presentations for future youth concerts and other events
- In Minsk, 2 training participants prepared information materials to conduct a survey of citizens of Zapad district concerning the need of Belarusian language groups and/or kindergartens in the district (the survey is now negotiated with local authorities). Another 2 participants negotiated the details of beautification of the local park with the city department responsible for planting trees, bush, grass, and flowers;
- At least 150 new citizens were involved by Public Clubs in their activities with the help of skills acquired at the training.

**7. "Community Partnerships and Partner Activities" - 6 trainings in 6 communities**

**Purpose:** To train participants to identify potential partners and build partnerships at different levels.

**Outcomes:**

- Increased activity, professional competence, and personal development of 31 participants;
- Five partnership projects were developed in 4 communities (Liozno, Rogachev, Rechitsa and Minzk Zapad)

**8. "Effective Facilitation of a Community Meeting" - 4 training sessions for representatives from 11 communities**

**Purpose:** To train local leaders on how to facilitate group meetings in their communities.

**Outcomes:**

- 11 new local facilitators are ready to regularly provide their group with facilitation services in 6 local communities;
- Participants organized and facilitated community meetings and round table discussions in 5 communities

(Machulishchi, Liozno, Grodno, Borisov, Rogachev, Osipovichi, and Zhlobin);

- Participants analysed their work as facilitators in communities and presented lessons learned;
- In Smorgon, participants in this training were officially invited and performed as facilitators at the regular meetings of the Commission on Family Issues that operates at the Smorgon Executive Committee.

**9. "Teamwork" - 1 training session in Machulishchi**

**Purpose:** To show participants how to form a team as a local driving force of local citizen mobilisation.

**Outcomes:**

- Public Club members successfully organised and conducted an "Earth Day" activity aimed at improving and cleaning local parks and public areas; training helped representatives from Machulishchi ("Snowflower") identify roles and responsibilities of the Public Club team;
- Participants improved system of motivation, and renewed internal process of communication within the team.

**10. "Leadership in Civil Society Organizations" - 1 training session in Minsk**

**Purpose:** To develop key skills necessary to exert leadership for effective operation of a group or an organisation.

**Outcomes:**

- Stakeholders of Smorgon Public Club began the process to register a new NGO;
- Stakeholders from the NGO ("Aridan" – Grodno) conducted an internal training for staff.

**11. "Legal Forms of Public Activism": 5 training sessions for representatives from 7 sites**

**Purpose:** To train participants to make an informed choice of legal forms of civil participation adequate for the current local situation and capacity.

**Outcomes:**

- In Rogachev, a local deputy took part in the training and as a follow-up became involved in Public Club activities;
- In Machulishchi, a local deputy attended the training, better understood her role and functions as a deputy, and later involved 4 more deputies in Public Clubs activities;
- In Minsk and Osipovichi, participants learned the role and functions of local self-governance bodies and started to build relations and involve the existing local bodies into rough plans for creating local governing bodies in their communities.

**12. "Community Leaders' Empowerment" – 1 session in Machulishchi**

**Purpose:** To empower local leaders in mobilizing citizens and in dealing with community issues identified in the course of Participatory Community Appraisal.

**Outcomes :**

- Local young leaders developed and implemented 2 events.

*(For a summary of CAP training Modules, please see Attachment C.)*

**C. Trainings - Community Funds and Others**

"Institutionalization of civil society" activity in Belarus became important as a means to more effectively and consistently promote not only increased citizen engagement and capacity within the 3<sup>rd</sup> sector; but also as a means to increase momentum through a structure that strategically would make use of local partnerships to sustain local development. This approach was embodied under the CAP Program primarily through the community foundation concept. Momentum to create community foundations remained strong throughout the entire program period; as a result of both cross-border study-tours and also intense training events on the concept, models, and integral structures that comprise a successful community foundation. Unfortunately, as is already mentioned, the increasingly hostile environment

made it a more improbable to achieve successful registration and operation of community foundations; despite the strong exhibited support for foundations in numerous communities.

**1. "Community Fund Basics" – 1 session**

**Purpose:** To develop the participants' awareness of the concept and mechanisms of the Community Fund as a tool for developing local communities.

**Outcomes:**

- An initiative group was formed to work on CF creation;
- Rechitsa media outlets - newspaper TELEVID-INFO and local TV company informed community about Community Funds and opportunities for creating a Community Fund in Rechitsa;
- The initiative group conducted three successful fundraising campaigns aimed at assisting local vulnerable groups.

**2. "Community Fund Governing and Managing Bodies" – 1 session in Rechitsa**

**Purpose:** To implement best practices in creating CDF Governing and Managing Bodies in Rechitsa.

**Outcomes:**

- Community Fund initiative group developed democratic procedures of forming governing and managing bodies of a future Community Fund;
- Community Fund initiative group produced draft of documents necessary for registration of CDF;
- Community Fund initiative group started cooperation with and gained support from local authorities for the idea of establishing CDF in Rechitsa.

**3. "PR and Marketing for Community Development Funds" – 5 sessions in 5 communities**

**Purpose:** To assist Community Development Funds in developing PR and Marketing Campaigns.

**Outcomes:**

- Initiative groups of 20 participants creating Community Development Funds in Smorgon, Baran, Rechitsa, Baranovichi, and Zhodino exchanged their experiences and discussed their successes and failures in dealing with local priority issues and in cooperating with business, government, and public sector;
- Initiative groups-workshop participants developed and designed PR and Marketing plans applicable for their communities;
- Specific messages for CDF promotion with business, government and broader public were formulated and tested in the larger group.

**4. "NGO Basics" for local youth initiative groups from Baran – 1 session**

**Purpose:** To develop the participants' awareness and basic skills to define the purpose and functions of the non-governmental organization as a tool for developing local communities.

**Outcomes:**

- 11 participants from 3 NGOs and initiatives from Baran were trained in formulating their CSO missions, analyzing their stakeholders and services for the clients.

**5. "Team Building" for local young people from Smorgon – 1 session**

**Purpose:** To study the principles of teamwork

**Outcomes:**

- A group of 11 young people from Smorgon was encouraged by the training to apply and later participate in CAP Youth Leadership course;
- Training participants developed a proposal for the CAP action grant competition, and later were awarded a grant for an "intellectual youth club" in Smorgon.

**D. Workshops**

The 29 workshop events ("rabochaya vstrecha") aimed to help participants to make decisions or to develop some actual product or plan that would aid in achieving more effective design and implementation of campaigns.

1. **"Assessment and Future Planning of Healthy Youth Project" – 1 workshop in Rechitsa**  
**Purpose:** To assess the performance and impact of "local multipliers" (volunteer local youth trained as facilitators) involved in the project, and to plan future activities for the project.  
**Outcomes:**
  - 11 multipliers from Rechitsa decided to start up a youth tier in Public Club activities, which would focus on healthy lifestyles.
  - The youth group has established a sustainable partnership with NGO "Fialta," Youth Education Center that has a four-year experience in Peer Education; "Fialta" provides guides and technical assistance in Peer Education to partner groups and NGOs.
  
2. **"Public Club Activities Planning" - 6 sessions in 6 communities**  
**Purpose:** To help the participants produce a tentative one-year plan of future public club activities.  
**Outcomes:**
  - Participants practiced planning models for producing plans for the project, action plans, and basic elements of strategic planning.
  - All the participants developed tentative plans to be included in proposals to CAP.
  
3. **"Community Funds: Registration, Governing and Managing Bodies" - 4 sessions in 2 communities**  
**Purpose:** To help the participants produce Community Fund Statutes ready for legal registration, and to start forming governing and managing bodies for the Fund.  
**Outcomes:**
  - In Baran, the Founding Assembly was held which approved the Statute of the "Radzivil's Heritage" Community Fund;
  - In Baranovichi, the Community Fund initiative group developed the Statute ready for approval by the Founding Assembly, and submitted it for legal registration.
  
4. **"Participatory Community Appraisal Preparation" - 3 sessions in 3 communities**  
**Purpose:** To prepare and conduct participatory community appraisal (PCA) by the local community citizens themselves with the necessary assistance from Counterpart experts.  
**Outcomes:**
  - Participants transferred necessary skills to more citizens to form a local group of facilitators for PCA;
  - Citizens from initiative groups and Public Club facilitators prepared necessary materials, places, people and tools for PCA;
  - Citizens and Public Club facilitators brought together a large group of local people (up to 100 in some communities), conducted PCA, collected, analysed and prioritised in the large key issues for their local community;
  
5. **"Information Campaigns" – 1 session in Rechitsa**  
**Purpose:** To educate participants on how to develop, organise and conduct information campaigns aimed at media involvement and community outreach.  
**Outcomes:**
  - Participants from Rechitsa Public Club developed and conducted an information campaign devoted to conservation of a city park. An official list of German soldiers that died in the region was obtained from a German NGO that confirmed their interment in the local park. With the help from the Gomel Regional Executive Committee, the city park has been preserved.
  
6. **"Public Club Basics" - 5 sessions in 5 communities**  
**Purpose:** To provide information on the concept, basics principles and functions of the Public Club as a Counterpart International, Inc.
 

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type of community service organization.

**Outcomes:**

- Representatives from “Fialta NGO” Minsk, invited local officials, representatives of state organizations, business and NGOs to present the CAP Program and Public Club idea; and to demonstrate their capacity as a local NGO;
- The idea to develop a Public Club in the village of Kirovo (“Kola Siabrou”, Mogilev), and possible partnerships, were supported and discussed with the Mogilev City Council, local deputies, mass media and NGOs;
- Representatives from Orsha, Lida and Brest have presented their projects, and identified forthcoming steps on its implementation.

**7. “Needs Re-Assessment and Activity Planning” - 8 sessions in 8 sites**

**Purpose:** To provide continued consultation and monitoring of performance, capacity, and implementation of local community-based initiatives.

**Outcomes:**

- Community-based initiatives reviewed their activities and correlated them with local needs;
- Participants developed plans for the next 6 months;
- Counterpart affiliate ACT started to establish a new type of relationship with local NGOs as a partner/mentor.

**8. “Workshop on Financial Management” – Minsk, 1 session**

**Purpose:** To train new grantees on financial management of Counterpart grants, financial and narrative reporting, and the legal basis of work with Counterpart. Financial workshop is a required event for grantees before grant starts.

**Outcomes:**

- All participants clearly understood Counterpart requirements in financial and narrative reporting, and the legal aspects of grant project implementation.

**E. Study Tours**

Study Tours proved to be an effective mechanism that effectively developed capacity, reinforced or inspired new networks, and introduced new perspectives and models of effective operation. Most important, under the CAP program experience, study tours became a strategic and strong approach during a transition period marked by increased government scrutiny. The study tours offered not only an effective means to promote program-wide objectives; but strategically offered an opportunity to involve government authorities at various levels. On various occasions it was due to an official’s direct participation in a study-tour, that progress and new momentum was achieved at the local level (i.e., Smorgon community foundation and Baranovich territorial self-government body). Again, as with other areas of the program’s operation, sanction for study tours became increasingly difficult during the third and final quarter of 2005.

**1. “Study Tour - Slovak Community Foundations” - October 26-31, 2003**

**Purpose:** To learn about the Slovak experience with governing bodies formation, fundraising and grant-making practices.

**Organizations visited:** Healthy City Community Foundation in Banska Bystrica; Center of Community Organizing, Banska Bystrica; Liptov Development Fund, Liptov Gradok; Ecopolis Foundation/Center for Philanthropy, Bratislava; Bratislava Community Foundation, Bratislava; Citizen Action NGO, Nitra; Nitra Community Foundation, Nitra.

**Outcomes:**

- Participants received and analyzed Slovak legislation and local CDF’s by-laws;
- Participants conducted a workshop to assess the data they received in Slovakia;
- Based on the Slovak experience, participants refined their policies and approaches regarding governing bodies formation;

- Participants realized they needed additional knowledge in the sphere of CDF marketing and CAP conducted such a training;
- CDF founders in Smorgon polished their by-laws and submitted for registration. The Fund received its official registration in December 2003.

## 2. "Study Tour - Polish Community Foundations" - June 13-18, 2005

**Purpose:** To expose Belarusian community leaders to new models and approaches to community development. This exposure increases support for and participation in self-generated community initiatives that seek to improve quality of life, give structure to new formal or informal community networks, and promote transparency and participatory decision-making in community affairs.

**Organizations visited:** Academy for the Development of Philanthropy in Warsaw (affiliate of the Academy for Educational Development), Youth Community Foundation *Ark* in Radom, Nidzice Community Foundation, Community Foundation in Elblong, Community Foundation *Youth Foundation* in Plock Region, Community Foundation *Seed* in Grzybov village.

**Outcomes:**

- Participants from Rechitsa, Smorgon and Stolin established partnership contacts with Polish Community Foundations; plans to organize joint programming and further exchanges were developed;
- The Academy of Philanthropy plans to invite Belarusian representatives to a Community Foundations Forum at the end of 2005;
- Participants established contacts with counterparts in Poland and learned how local philanthropic practices in an emerging economy can be preserved amidst foreign best practice models, and bi-lateral and multi-national financial support;
- Through cooperation and regional networking, participants were given the tools needed to take knowledge learned back home for implementation in their own communities;
- The visit facilitated the transfer of experience and knowledge across borders.

## 3. "Study tour to Poland - Vocational training and unemployment reduction" – 28 February – 5 March 2005

**Purpose:** To enhance empowerment of Counterpart International supported communities through the promotion of community centers addressing the most pressing issues: unemployment, business development support, and promotion of government/NGO partnerships by learning from the experience of neighboring Central European countries.

**Organizations visited:** Ministry of Economy and Labor, Institute of Labor and Social Issues, Employment Offices in Warsaw, Lodz, Belkhatov and Radom, Social Services Center in Radom, Communal Services Enterprise for the unemployed in Radom, Community Information Center in Belkhatov, Community Development Foundation in Belkhatov, Investment zone's institutions including techno-park, eco-tourism center, recreation facilities in Belkhatov, Mayors and City Administrations in Lodz, Belkhatov and Radom, Education Centers for the unemployed in Radom and Lodz.

**Outcomes:**

- 16 participants including representatives of employment offices, community centers initiative groups and central government officials received a general idea about the development and main characteristics of the community/employment/information centers in Poland;
- Participants received an overview about effective government-NGO partnership and cooperation in promoting community initiatives;
- Participants from governmental structures drafted a National Plan to Address Unemployment;
- Participants agreed on the creation of a coordination body on employment issues with participation of local NGOs working with the unemployed;
- Participants drafted two projects aimed at establishing career centers for graduate students in Minsk and Vitebsk.

*For more information on study tours, please see Attachment D.*

## F. Youth Leadership School

Counterpart designed and implemented a one-year training course for young community members aimed at building their leadership skills and promoting their participation in community life. The course consisted of a series of trainings, debates, internships at more developed CSOs, experience exchanges with their peers in Poland, summer camps, and follow-up alumni meetings.

Counterpart and in partnership with ACT conducted two schools for 77 people from 37 towns. Participants were selected on a competitive basis from all over the country. A majority of these youngsters had never before participated in this kind of education event. As a result of this education, trainees independently initiated and organized over 1,000 events in their communities. The majority of these events, including actions and trainings designed and implemented by the youth leaders, were conducted with locally mobilized resources.

### 1. Training course "Facilitation of Group Meetings"

**Purpose:** To train participants in effective facilitation of group meetings (round tables, meetings, presentations etc.)

**Outcomes:** Using the knowledge and skills obtained at this training, the participants conducted:

- 37 round tables in communities;
- 73 meetings of youth groups;
- 69 workshops for peers and NGO members.

### 2. Summer Camp – "Persona. Community. State." - August 23-26, 2004

**Participants:** 46 young people (26 girls, 20 boys) from 17 cities of Belarus; among them 17 represented 12 initiatives, 20 people represented 13 NGOs, and 9 non-associated citizens.

**Purpose:** To obtain knowledge on basis of interaction/communication between individuals, community and state to promote the process of the local community development.

**Outcomes:**

- The participants planned series of events including public debates, a round table on youth issue identification, an assessment for youth issue identification, publications in media, and peer-to-peer education seminars that targeted sharing knowledge and practicing skills in their communities;
- Participants developed manuals to share knowledge on civic-competencies with the local community members (total 6 manuals: "Communication"; "Defending of Own Point of View and Techniques of Active Listening"; "Ways of Group Decision Making", "Leadership: Basic Theories, Styles of Leadership"; "Group and Stages of Group Development"; "Types of Groups and Motivation for Joining the Group");
- Four articles prepared and published in local newspapers;
- Dozens of trainings, roundtables, workshops, debates, actions and events were prepared, organized and conducted by participants of Youth Leadership Summer School in 17 communities.

*(Further detail is presented in Attachment E on Youth Leadership.)*

## G. Other Events & Conferences.

### 1. Counterpart Annual Conference — "Partnership in Sustainable Community Development: Experience, Opportunities, and Perspectives" - April 2004, Minsk

**Purpose:** To summarize national and international best practices of partnerships between non-profit, commercial, and state organizations, public authorities and territorial self-governing bodies for sustainable local community development.

**Participants:** Public Club members, local authorities, representatives from self-governing-bodies, local business and community leaders, media representatives, and foreign experts — total participants 207 people.

**The following issues were discussed:**

- Cross-sector partnership as a principle of local community development;
- Cooperation between NGOs, local authorities, non-profit state agencies, and business organizations in developing strategies for solving local community issues;
- Social contracts and grant assistance as economic and legal mechanisms for cross-sector interaction and cooperation;
- Effective use of budgets and other local resources;
- Civic participation in local community development.

In the plenary sessions, panel discussions and round tables gave the floor to recognized experts from Belarus, Russia, Ukraine, Moldova, Latvia, and Bulgaria who have practical experience in sustainable community development.

**2. CAP - ABA/CEELI International Conference "Cooperation Between Professional and Socially-Active Groups in Pursuit of Public Interest". (March 13-14, 2004, Minsk)**

**Purpose:** To bring together lawyers and community activists to discuss essential tools of community advocacy and to brainstorm on potential community action initiatives in participants' towns.

The NIS experts from Ukraine, Armenia, and Kyrgyzstan shared best practices and lessons learned from advocacy campaigns in their countries. Seven small working groups (incl. public club people and lawyers, facilitated by an expert) discussed plans and specific steps to solve problems identified by community members in different Belarusian localities. Detailed plans on restoration of a public park in Machulishchi, and courtyards in Baranovichi, preservation of an old pine forest in Baran, and youth unemployment in Zhodino were presented (and were implemented in the communities).

**3. Roundtable Facilitation "Poverty Prevention Strategies in Belarus" (Jointly with UNDP) June 16-17, 2005, Minsk**

**Purpose:** To develop strategies for NGO cooperation, as well as activities with the Ministry of Labor and its subordinate social institutions for poverty prevention.

**Impacts:**

- Fifteen representatives of Belarusian NGOs and the Ministry of Labor took part in the roundtable discussion.
- Participants analyzed the current poverty situation in Belarus and the role that NGOs play in poverty prevention.
- Facilitated by ACT moderators, the participants developed a draft of the strategy of NGOs' involvement and principal activities in poverty prevention, which will be included as two chapters of the National Strategy of Poverty Prevention in Belarus.

**OBJECTIVE 2:** To improve organizational capacity of Belarusian CSOs.

During the life of the project, activity aimed to improve organizational capacity of CSOs, resulted in 136 CAP trainings, 9 workshops, and 3 roundtables. These were conducted in 31 cities and towns for about 2000 people.

**CSO Capacity and Public Clubs:** The training component within the CSO capacity building objective was focused on the development of CSOs' internal democratic procedures, promotion of CSOs (namely,

Public Clubs and local citizens' initiative groups as key components of local community development), and improvement of the existing management systems of the registered CSOs.

To strengthen the public club model of civil society organization, the CAP team offered its target communities a series of trainings and workshops that helped local citizens to set *necessary internal procedures and regulations*, to effectively *plan Public Club activities*, to better and clearly *promote the idea of a Public Club*, and thus to involve more groups and individuals in local community activities and build necessary public relations at different levels.

The process of building the capacity of Public Clubs led to the formation of more solid groups of local citizens who started to perceive themselves as future NGOs. Together with the existing NGOs they felt the need to study the legal environment, and to either prepare for the official registration of NGOs or to revise their basic organizational papers and help them meet the requirements of NGO-related laws. Among the most needed training topics were "*Public Education of Legal Issues for Community Development*", "*Start Up of Territorial Self-Governing Bodies*", "*Document Filing and Book Keeping*", and "*Registration Procedures for CSOs*". Some of these trainings were provided in partnership with the ABA/CEELI Program operating in Belarus.

Local Public Clubs also felt the deficit of well-prepared local activists – *social organizers or community coordinators* – able to conduct group and community meetings, local social events, and work well with information flows. Meeting this need, CAP initiated specialized trainings at local and national levels on *facilitation skills, NGO management, planning and implementing community events*. Leaders of existing and future NGOs became more and more involved and interested in developing their leadership and managerial skills. Since the level of such local leaders was substantially different, CAP divided its trainings into basic and advanced levels, providing more general education to the beginners and giving more comprehensive knowledge and skills to better developed NGOs.

Advanced level trainings and events made it clear that NGOs and Public Clubs from different communities needed more opportunities to meet and study together to exchange experience and build networks. National level trainings aroused motivation from a broader number of NGOs and communities to obtain similar skills. The national training for local social organizers "Facilitation of Group Meeting and Events" brought together about 30 representatives of communities and demonstrated the advantage of such educational events for spreading the concept of Public Clubs as a tool to raise civic activism throughout Belarus.

The shift of CAP Program training from single-sites and grantees to a broader range of local community groups was prompted by still one more factor. The year 2002, and the first half of 2003, was a transition period to the new three-year cooperative agreement program. The number of trainings under the former program aimed at NGO capacity building was reduced, and CAP was focused on rural areas and mostly on Public Clubs. NGOs that had passed through CAP trainings in the former program noticed that the capacity they had gained before had started to weaken. Also, NGOs from bigger towns could hardly gain access to highly qualified CAP services. The weakening of NGOs capacity was at the same time provoked by a "generation change" – numerous trained leaders and activists left their NGOs, and new members and volunteers were quite inexperienced – and by the increasing control of the government over CSOs that stalled the NGOs' development. National level CAP trainings made it possible to give an opportunity to all CSOs, current and new potential grantees and partners, to enroll and participate in the trainings on a *competitive-selection* basis.

**Long-term Training Courses:** The training component gained more strength and effectiveness when 8 trainers were employed as CAP staff members. This factor made it possible, on the one hand, to cover more NGOs and target groups with educational services, and to provide single trainings according to the clients' needs. On the other hand, a re-structured training approach was implemented and was composed of targeted-sector, long-term training courses at the national level, including: *Managers' Course, Social Entrepreneurship Course, Women's Empowerment Course*. The courses consisted of two to three day

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trainings on subject-related topics. As an example, the Social Entrepreneurship Course included a pre-course needs assessment; competitive selection of the participants (20 people out of 63 candidates); and trainings on “Social Enterprise Basics”, “Assessment on NGO Readiness to Start a Social Enterprise”, “Ideas Generation”, “Business Planning”, “Marketing Research”, and “Management Structure of a SE”. The Managers’ Course was attended by representatives of state, business, and the NGO sectors and aimed not only at training organizational leaders, but also at building cross-sector trust and partnerships. The enrolled participants received specific homework assignments, which helped them produce impressive outcomes and impacts during and after the course.

To avoid drawing unnecessary attention to ACT capacity-building events at the local level, ACT refined its national level training course approach. This time the long-term training courses targeted *Organizational Capacity Building*. This was composed of five 2-day trainings for 42 participants from 17 NGOs. The trainings were “Organization as a System”, “Multi-Level Planning”, “Human Resource Development”, “PR for NGOs”, and “Good Governance in NGOs”. Another long-term course, *Financial Sustainability*, was composed of three 2-day trainings for 42 participants from 23 organizations. The trainings were “Financial Management in NGOs”, “Social Entrepreneurship for NGOs”, and “Fundraising for NGOs”. (Social Entrepreneurship trainings were also provided locally; for example, in Stolín where the NGO BelAPDI was trained and started a social enterprise during this period.)

*(Details on the long-term training courses may be found in the Attachment F.)*

Another long-term course, *Youth Leadership*, was composed of 5 educational events for 27 young people. Among the events already described in Objective 1 earlier in this report, the course included training on organizational development to meet the needs of youth NGOs, and to improve the managerial capacity of young NGO leaders.

**Community Development Foundations:** This stage of the program was marked by another innovation encouraged by CAP in local communities—the creation of community foundations. The series of specially developed training modules and presentations on community foundations were made by CAP for over 10 communities. Out of them Smorgon, Baran, Rechitsa, and Baranovichi formed initiative groups to develop community foundations in their towns. CAP assisted them with trainings, workshops, consultations, and study tours to Bulgaria, Poland, and Slovakia. As a result, in 2004 Smorgon registered the first Community Foundation in Belarus. Baranovichi used the knowledge and experience of CAP and Smorgon to create a Territorial Self-Governance Body which currently remains very active and produces impressive impacts in the field of solving key local issues. Though the Baran initiative-group has not yet managed to register a Community Foundation, the group still functions using concepts and tools acquired from CAP, to promote improved quality of life in their community.

During the final phase of the program, CAP continued to provide trainings and study tours for new communities to promote and make clear the idea of community foundations. Currently Mogilev, Svetlogorsk, Osipovich, and Polotsk are in the process of drafting and presenting documents for registration of community foundations in their localities.

**ACT Training (Phase-out Period):** The period of transition from CAP to ACT (September-December 2004) limited the scope of program activities. ACT had to offer its services and skills from the position of being another local Belarusian NGO, competing in an existing market of NGO capacity-building service providers. ACT activities were also limited by the fact that it too (like any NGO) would have to submit itself to the burdensome grant-registration process. Thus, ACT had no officially registered grant, which would have permitted it to operate openly and to attract attention to its events.

However, ACT maintained continued contact with various NGOs, international programs, and agencies in Belarus to keep its capacity-building resources and expertise up-to-date, needs-oriented, and ready-to-use at any time.

After close-down of the CAP Program, many CSOs found themselves in a difficult situation, with many of them losing their only possible legal funding source. These CSOs had to revisit their strategies and define new ways of maintaining what they had gained, and even to question whether their operation was now feasible. ACT maintained contact with local communities and CSOs to remain informed of local emerging realities, and to adjust ACT's training support to better meet current needs.

During the first quarter of 2005, ACT focused less on increasing the number of NGOs, and more on assisting existing NGOs to stay active despite the increased pressure on their operations. This, together with the Public Club approach, the social organizers / community coordinators, and their amassed body of know-how helped to prevent capacity in the sector from diminishing, and to prevent the tendency by local state agencies and authorities to lay claim to ideas and activity generated by NGOs/CSOs. However, as the program came to an end in September 2005, local authorities were severely tracking all local activities and met any such activity with growing hostility.

#### **A. Capacity-Building: Trainings and Workshops for NGOs and Public Clubs.**

ACT specialists continued meeting NGOs and Public Clubs at their local premises providing a series of *workshops* on project design, proposal writing, and planning. These topics remained the most requested by CSOs in Belarus and have contributed to the development of sector-wide capacity and expertise.

##### **1. "Facilitation of Group Meetings": Minsk.**

**Purpose:** To educate local Public Clubs' active citizens to effectively conduct community meetings.

**Outcomes:**

- 15 new facilitators practiced methods/tools to facilitate meetings.
- All 15 people became regularly involved in all local community meetings in their towns as facilitators and mobilizers.
- After the training, two roundtables in the local communities of Baran, "Problems with Drinking Water in Baran," and Rechitsa, "Cooperation and Development within Community," were initiated by the new facilitators themselves.
- Six of the 15 trained facilitators applied for and were admitted to CAP's School of Local Trainers.
- Four trained facilitators joined the activities of the CAP Program. Later one of them became a member of ACT and acting trainer/facilitator

##### **2. "Public Education on Legal Issues for Community Development": Minsk.**

**Purpose:** To raise the effectiveness of public legal experts in local communities.

**Outcomes:**

- CAP and ABA/CEELI developed a joint project, Legal Community Action Team, in which community leaders, community development activists and lawyers will come together to form Community Action Teams to solve community problems: to identify problems in their communities, formulate action plans to address these problems, and discuss progress made and lessons learned in their ongoing work to build their communities.
- The Smorgon Public Club activists sought to create territorial self-governing bodies in an urban area (Smorgon) and a rural area (village Buyantsy).
- The community leaders from Borisov (Minsk) region organized a workshop with legal expert Georgy Kunevich: "*The mechanisms to promote public participation in the local community.*" After this workshop, the core group initiated start-up of a "public club" in Borisov.
- The lawyer, Zoya Govdei, recommended by ABA/CEELI, participated as an expert in a talk show on domestic violence issues in Baranovichy that was organized by CAP and representatives of the local city council.

##### **3. "Start Up Territorial Self-Governing Bodies": Borisov, Smorgon.**

**Purpose:** To raise awareness and knowledge of local community leaders, lawyers and CSO

representatives about the concept and mechanisms of starting up territorial self-governing bodies.

**Outcomes:**

- Fourteen participants acquired necessary knowledge in territorial self-governing mechanisms and widely spread adequate information in their organizations.
- The core group initiated the set up of a public club in Borisov.
- Participants scheduled the process of setting up territorial self governing bodies in the urban area of Smorgon and a rural area – the village of Buyantsy
- Participants discussed and developed the legal mechanism to resolve the problem of road maintenance in suburb of Smorgon.

**4. "Documents Filing and Book-Keeping": Minsk.**

**Purpose:** To raise the effectiveness of documents filing and bookkeeping in local NGOs.

**Outcomes:**

- Twenty-three participants acquired necessary knowledge in filing and bookkeeping and agreed with the expert from state archives to prepare all necessary NGO documents, file them properly, and present them to the expert for further checks and finalizing.
- NGOs that were paying 1% salary tax (not necessary for NGOs) applied to their tax offices to get these payments refunded to their accounts.

**5. "Fundraising and Proposal Writing": Baran, Rechitsa, Minsk, Smorgon, Gomel, Grodno, Orsha, Lida, Brest, Pinsk, Vitebsk, Baranovichi.**

**Purpose:** To raise the capacity of local CSOs in raising funds and producing effective proposals.

**Outcomes:**

- 217 activists from 103 NGOs participating in public clubs' activities acquired knowledge and basic skills in methods of fundraising through applying for grants and developing drafts of future proposals.
- 96 proposals from 31 towns were submitted to CAP grant competitions. Over 30 proposals were approved.

**6. "Public Club Internal Regulation Development": Grodno, Borisov, Liozno, Osipovichi.**

**Purpose:** To develop a set of agreed upon regulations for Public Club internal procedures including decision-making.

**Outcomes:**

- All new Public Clubs developed relevant procedures for their Clubs and later made a set of internal regulations approved by leaders of the initiative-groups.
- Public Clubs reviewed the responsibilities of the project participants in accordance with the new regulations in order to improve project effectiveness.

**7. "Designing PR Strategies for Public Clubs": Minsk.**

**Purpose:** To educate 17 participants on how to develop PR strategies and tools appropriate for their communities - and thus to contribute to beneficial relationships within their communities.

**Outcomes:**

- Participants identified strategies and tools appropriate for their specific communities.
- Participants produced drafts of PR plans for their communities.
- Participants developed drafts of PR tools (press-releases, booklets, brochures, leaflets) that would ensure better community outreach.

**8. "NGO Management" for NGOs from experienced Public Clubs: Smorgon.**

*(Advanced-level training)*

**Purpose:** To improve organizational capacity of NGOs which take part in Public Club activities.

**Outcomes:**

- 11 NGOs from Smorgon Public Club learned/improved ways of managing their structure, systems, decision-making, and style of leadership in the organizations.

- NGOs developed, adjusted, and/or discussed with partner NGOs procedures of inner management that allow broader involvement and better cooperation with local community citizens and institutions.
9. **"NGO Human Resource Management and Team Building for Community":** Baran, Gomel, Minsk, Vitebsk.  
*(Basic-level training for local activists)*  
**Purpose:** To help NGOs from Baran Public Club improve procedures which encourage local citizens to take a more active role in Public Club activities.  
**Outcomes:**
- 71 people from 23 NGOs took part in the training, analyzed their current situation with local citizen involvement, studied basic scientific approaches to human resource management in NGOs including staff and volunteers, and practiced some tools (goal-setting, group decision-making, public presentation, personal and group influence) which help ensure better involvement of citizens in NGO and public club activities aimed at solving local community issues.
  - A representative from a local NGO ("Kola Siabrou"- Mogilev) drafted personal development schedules for stakeholders. This helps to introduce critical changes in the strategic plan of the organisation.
  - Participants from ("Kola Siabrou"- Mogilev; Belarusian Association of Transport Experts – Minsk; "Blue Sides" – Mogilev) started drafting job descriptions for NGO staff and guidelines for co-ordinators mapping strategic trends.
  - Representatives from "Afghanistan War Veterans" – Machulischi, and "Blue Sides" – Mogilev identified new approaches to motivate personnel, stakeholders, and officials, as well as generated ideas for involving new people in their organisation's activities.
  - Representatives from the Minsk NGO ("Belarusian Association of UNESCO Clubs") conducted training on human resource management for 8 office-staff and volunteers, as a follow up to the CAP training event. It planned to conduct the same training for representatives of regional branches.
  - "RADA NGO" – Minsk, conducted an analysis of their management structure that included a special focus on personnel-motivation. Training materials were transferred to the NGO's library and were made available to staff.
  - Baran Public Club shared information with participating partner organisations.
10. **"NGO Mission and Strategy":** Rechitsa, Borisov, Grodno.  
**Purpose:** To develop/review mission and define strategic goals of NGOs in Public Club's activities.  
**Outcomes:**
- NGO activists from 18 NGOs analysed community target groups and reviewed services, missions and visions of their NGOs.
  - Working on NGO mission statements made NGOs activities more mission-oriented, made mission clearer for the stakeholders, and attracted 11 new people to work in NGOs.
11. **"Registration Procedures for CSOs":** Minsk.  
**Purpose:** To encourage existing initiative groups from local communities to decide on the form of registration of their future CSOs.  
**Outcomes:**
- 25 participants learned Belarusian CSO registration regulations.
  - Four initiative groups drafted and filed the necessary documents for registration with appropriate state bodies (but due to the deteriorating environment neither of them received registration).
12. **"Teamwork":** Borisov.  
**Purpose:** To form a team of local community organizers to serve as a driving-force of local citizen mobilisation.  
**Outcomes:**
- 17 participants identified their roles and responsibilities as team members in the Borisov Public Club.

- Participants created a youth club within the local Public Club and took an active part in the Club social events, free time activities, and beautification of Borisov.

**13. "Planning Activities of an Organization": Minsk.**

**Purpose:** To provide to NGOs and Public Clubs the necessary knowledge and skills on effective management of CAP-supported projects aimed at solving local community issues.

**Outcomes:**

- 30 participants from 21 CSOs were introduced to the concept of a Logical Framework.
- Participants corrected and improved their project plans according to a Logical Framework.
- CSOs demonstrated enhanced performance in their project implementation, despite termination of the CAP Program and despite the hostile operating environment.

**14. "NGO Basics": Minsk, Liozno.**

**Purpose:** To provide knowledge about CSOs, NGOs, and other interest groups, about their role and purpose in society.

**Outcomes:**

- 21 participants from 18 CSOs were trained in formulating their CSO missions, analyzing their functions, identifying stakeholders, and developing services for their clients.
- 13 participants of the training in Liozno represented local young people led by the alumni of the CAP Youth Leadership Course (trained to work together as a cluster group).
- Trainings were specific because they were conducted by CAP-trained "social organizers" from Smorgon.

**15. "Public Club Purpose/Community Outreach": Grodno, Minsk.**

**Purpose:** To present Public Club concept and project to local citizens/stakeholders.

**Outcomes:**

- Activists and managers of Public Clubs prepared the presentation of the Public Club concept and project to local citizens with the necessary assistance of CAP experts.
- Public Clubs made the presentation of the concept of the Public Club and the plan of actions before broad groups of local citizens to gain necessary support and to expand stakeholders and community involvement in Club initiatives.

**16. "Further Development of Public Club": Smorgon, Borisov.**

**Purpose:** To identify the next stage of Public Club development

**Outcomes:**

- Participants identified establishing a foundation as the most appropriate legal form in Smorgon.
- Participants developed main steps to bring Public Club to registration as a Foundation in Smorgon.
- Participants identified current problems and conflicts in Borisov Public Club, developed steps necessary to overcome the conflict, and later managed to overcome the conflict and function successfully.

**17. "State Control of NGO Activities": Baran, Minsk.**

**Purpose:** To raise awareness of NGO leaders and bookkeepers on amendments in tax legislation and obligatory NGO personnel insurance since January 1<sup>st</sup>, 2004.

**Outcomes:**

- 34 participants from 26 NGOs were acquainted with general characteristics of tax legislation introduced since January 1<sup>st</sup>, 2004, and legal statutes of tax payers;
- Participants got necessary information with new reporting requirements and penalties for non-compliance with tax legislation based on presidential order # 36.

**18. "Financial Issues": Minsk.**

**Purpose:** To improve CAP grants management by NGOs through providing information to CAP grantees on current legal requirements related to grantee financial and programmatic reporting.

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**Outcomes:**

- 45 participants were informed about criteria for financial and narrative reporting;
- Participants received information about legal requirements related to accounting and working with currency.

**19. “Setting Strategic Priorities and Planning Activities of Public Clubs”:**

Grodno; Rogachev, Borisov, Kobrin, Baranovichi, Mogilev, Osipovich, Liozno, Baran.

**Purpose:** To improve the functioning of CAP-supported Public Clubs through better setting of strategic priorities and adjusting plans to the changing environment

**Outcomes:**

- 125 participants were involved in planning Public Clubs’ strategies and activities;
- NGO *BelAPDI* from Baran Public Club successfully developed good relationship with governmental controlling and registering bodies; as a result, they have managed to have their grant from Counterpart registered with a tax waiver.
- Mogilev Public Club, independent of CAP financial support, borrowed approaches used by other Public Clubs and started a year-round social center for veterans (elderly/pensioners meet in clubs and implement small events to help each other).
- Baranovichi Public Club effectively used the participatory community appraisal and planning mechanisms to create a self-governing body in one of the city’s neighborhoods. The self-governing body still functions with great success in identifying and solving key local social issues.

**20. “Social Entrepreneurship for NGOs”:** Rechitsa, Stolin, Mogilev.

**Purpose:** To introduce representatives of NGOs to the concept of social entrepreneurship and train them on how to initiate social enterprises; to apply planning and implementation tools for marketing and accounting.

**Outcomes:**

- Representatives of four NGOs analyzed their organization’s capacity to initiate social entrepreneurship; a working group of five people was formed and prepared a plan to assess an NGO’s assets and generate feasible business ideas for future social enterprise; and participants studied business plan templates and learned to make market research and assessments to further support the feasibility of a given social enterprise.
- Indicators for SROI were defined; and accounting control and evaluation tools were developed.
- Stolin social enterprise (a sewing workshop) is operating successfully, producing and selling bedding in Stolin shops.

**21. “M&E Tool-based Approach: Assessing Social and Economic Impacts of NGO Activities”:** Minsk.

**Purpose:** To involve NGO experts and decision-making stakeholders, including donors, in a discussion on the application of various M&E Tools in the assessment of social and economic impacts of NGOs, and ways to promote NGOs by demonstrating their impacts

**Outcomes:**

- Participants discussed advantages and disadvantages of M&E tools currently applied in Belarus to assess impacts of NGOs in the country.
- M&E tools used in other countries to assess social and economic impacts of NGOs and their applicability in Belarus were presented to the participants.
- Participants’ recommendations were summed up and are being used to develop M&E tools for NGOs to assess not only social, but also economic impacts of NGO activities.
- Materials of the Round Table were published in the ACT E-Newsletter, copied to CDs and distributed to the participants of the round table.

**22. "Annual Reporting and Presentation of Social Project": Minsk.**

**Purpose:** To train the participants in making annual reports required by the Ministry of Justice as well as in making effective presentations of NGO projects at the Fair of Social Projects.

**Impacts:**

- 35 NGOs received necessary information and trained basic skills in composing annual reports.
- 35 NGOs made drafts of presentations of their projects for the Fair of Social Projects that will take place in December 2005.

**23. "Recent Changes in Legal Environment for NGOs and Foundations in Belarus":**

Minsk, Mogilev, Grodno.

**Purpose:** To help the participants determine steps in amending basic legal papers of their organizations in accordance with recent legal changes in the country.

**Outcomes:**

- 44 participants from 30 NGOs were trained on how to make NGOs function under the changing legal environment.
- NGO participants analyzed and renewed contracts and reports according to new state legal requirements.
- Participants prepared statutes of their NGOs for possible re-registration in accordance with new edicts on the NGO law.
- Participants renewed the procedures on contracting in their NGOs.

**24. "Social Contracting – NGOs Partnerships with the State, ACT Practices and the Forthcoming Project": Minsk.**

**Purpose:** To involve NGO experts, decision-making stakeholders, including NGO donors, in a discussion on the analysis of social contracting practices for NGOs in neighboring countries and in Belarus, and to present the concept and planned activities of ACT on social contracting.

**Outcomes:**

- Participants discussed good practices of NGOs in social contracting in Lithuania, Russia, and Poland.
- Participants discussed existing opportunities in Belarus to introduce the practice of social contracting.
- Participants defined possible models for the development of social contracting in Belarus.
- Further negotiations are under way with representatives of the Ministry of Labor to structure support for ACT's proposed programming on social contracting.
- ACT experts will conduct a workshop at the National Social Projects Fair in December 2005.

**B. Capacity Building: Trainings and Workshops on Community Development Foundations (CFs)**

Over 125 participants in public communities participated in various training and workshop events related to the creation of community development foundations. In addition to introducing the concept, key focus was placed on the process of acceptance and integration of CF models in the communities.

**1. "Governing and Managing Bodies of CF": Machulischi, Rechitsa**

**Purpose:** To encourage Public Club activists to start creating an adequate basis for future Community Development Fund.

**Outcomes:**

- 14 participants representing NGOs, business, government authorities, state institutions, and citizens were introduced to the CF basics.

- An initiative-group made a decision to create a Community Development Fund in Machulisch. Later the initiative group came to a decision not to make an attempt to register because they could not overcome the extremely suspicious attitude of local authorities.
2. **"PR and Marketing for Community Development Funds": Minsk**  
**Purpose:** To assist Community Development Funds to develop PR and Marketing Campaigns.  
**Outcomes:**
- Initiative-groups of 20 participants creating Community Development Funds in Smorgon, Baran, Rechitsa, Baranovichi, and Zhodino exchanged experience with valuable examples of best practices and lessons learned when dealing with local priority issues, in cooperating with business, government, and public sector.
  - The Smorgon initiative-group managed to involve influential citizens as founders and the fund received support from the local authorities. It also was registered and given a legal address.
3. **"Effective Governance for Smorgon Community Development Fund"**  
**Purpose:** To analyze CF current structures, and functions of governing and managing bodies in a balanced separation of powers.  
**Outcomes:**
- The issue of good governance was raised to an increased level of importance that ensured participation in the workshop from 6 representatives of the local authorities' executive committee. (This was the first time members of the municipality executive committee had participated in such workshops.)
  - Participants identified main principles that should be developed and introduced to all board members to ensure good governance, to build a team, to launch a fundraising campaign, and to gain "public buy-in" of CFs.
4. **"Board Activities Planning": Smorgon**  
**Purpose:** To define board roles-and-responsibilities that would ensure effective CF operations; including to launch fundraising campaigns, and PR-campaigns that would contribute to the credibility and transparency of the Fund.  
**Outcomes:**
- Participants developed a plan consisting of four strategic priorities – ensuring financial sustainability; addressing key local issues; creating procedures to build the team and ensure governance; and building a positive image of CF.
  - Participants formed four groups responsible for the implementation of each of the identified strategies.
  - Participants defined necessary steps for the upcoming pilot fundraising campaign.
  - Participants developed a project including identification of key issues, and fundraising campaign and submitted it to CAP.
5. **"Community Development Funds: Successful Models and Effective Procedures": Minsk, Baranovichi, Rechitsa**  
**Purpose:** To reflect on the experience of the visit to Bulgarian Community Funds, and the experience from the recent activities in the communities related to creation of local community funds in Belarus, and to plan future steps to promote the idea of community funds and to establish funds in local communities.  
**Outcomes:**
- 64 representatives of local executive committees, media, business and CSOs analyzed the pros and cons of community funds for local communities and scheduled dates for local meetings to make decisions on whether or not to create community funds.
  - Meetings to create a local community fund were held where CSOs, local authorities and businesses agreed to establish community funds in their towns. Unfortunately, the earlier successes in the promotion of Community Foundations in Belarus were blocked later-on by the hostile attitude of national and local administrations to initiatives associated with the CAP Program. Nevertheless, the CF concept and methodology is being used by local groups for local fundraising and local citizens'

involvement in most of the towns targeted by CAP.

**6. "Community Funds and Foundations: Foreign Experience and Local Realities": Minsk**

**Purpose:** To help the participants determine future steps in starting up community foundations.

**Outcomes:**

- 11 participants from 8 communities were trained in basic concepts and mechanisms of Community Foundations.
- Participants drafted steps necessary for CF creation.
- Participants developed priorities for potential CFs and drafted a message to their communities announcing this process.
- Participants presented the concept of Community Foundations and its practices to their community leaders.
- One initiative group, Polotsk Branch, announced their ready status to found a Community Foundation.

**OBJECTIVE 3:** To improve information provision by local media.

**88 issue oriented talk-shows were conducted in 10 cities. Over 186 community, public club, CSO, and media representatives (from over 12 communities) participated in over 26 training events on information support (media outreach, community PR, web-site design, study-tour, press clubs).**

The Counterpart Belarus Civil Society Program has strengthened collaborative relationships between independent media and CSOs, and other community actors, to improve provision of information and to enhance local community participation and outreach. From the very beginning of the program Counterpart recognized that local media coverage of community initiatives was critical to the mobilization process and helped to reinforce the work of the Public Clubs and CSOs.

Counterpart trainings increased the ability of CSOs and Public Clubs to effectively utilize media not only to report on local initiatives, but also in order to improve the public image of CSOs. In addition, these trainings improved CSOs capacity to expand outreach, engage citizens, and to motivate them and involve them in democratic practices.

Press briefings for national media and community based issue-oriented press clubs brought the attention of national and local journalists to CSOs and Public Club activities. They also generated positive references about the Counterpart program, and facilitated an increase in media coverage of citizen activism. In addition, these activities reinforced cooperation between CSOs, and communities and media.

Regular news dissemination via email listservs together with the published monthly newsletter "New Resource" and the electronic magazine "PrACTice" ensured regular dissemination of information to all stakeholders of the Counterpart program, and included information on the current situation within the civic sector in Belarus, program implementation, existing opportunities, and challenges and ways to help resolve these issues.

Eighty-eight issue-oriented TV talk-shows produced and broadcast within the CAP Talk Show Program ("Development of Local Communities through Public Dialogue"), provided additional opportunities to CSOs, Public Clubs and regular citizens to raise issues, to discuss them and in some cases to find solutions to the issues together with policy makers.

**A. Trainings**

**1. "Information support and development"**

Twenty-six editors of CSO periodicals and local journalists from Counterpart partner communities were selected through an application process to participate in this training.

**Purpose:** To broaden coverage of civic activism by CSO publications through their institutional development and enhanced cooperation/networking.

**Outcomes:**

- The role of CSO periodicals as an untapped resource for covering local community development was defined. Typically these periodicals identify local problems, attract attention to them, highlight local initiatives, inform people about solving problems, and inform people about the role of NGOs and public initiatives in this process.;
- Prospects for cooperation with Counterpart for more effectively highlighting civic activism were discussed.
- Elements of a future work-plan for cooperation between Counterpart and CSO-periodicals were developed.

**2. "Informational Campaign and Community Outreach": 12 training sessions for representatives from 9 towns**

**Purpose:** To educate participants on how to develop, organize and conduct information campaigns aimed at media involvement and community outreach.

**Outcomes:**

- Participants developed key messages to promote their Clubs' objectives and activities;
- Participants composed plans and schedules for their information campaigns to ensure better community outreach;
- Participants drafted materials to be used in their Public Clubs' information campaigns.

**3. "Public Club Periodical Basics"**

A two-day training "*Public Club Periodical Basics*" was designed to provide editorial feedback for the creators of civil society periodicals. The group of 10 participants was chosen on a competitive basis and represented regional public clubs. Increasingly extensive and interactive training modules provided instruction on defining the mission and target group, journalism genres, writing the news, headlines and lead of the articles, and practicing interview techniques.

**Purpose:** To increase the level of knowledge and skills in creating and distributing NGO-periodicals.

**Outcomes:**

- Participants were able to create and distribute their own publication that covers community initiatives and public activism;
- Information-exchange between public clubs was improved by establishing a listserv.

**4. "Creating A Web-site of Public Club Basics": 3 series of trainings**

A three-day training was designed as a product of cooperation between CAP and the Internet Access and Training Program (IATP) and brought together representatives of both experienced public clubs and newly established ones. Training participants were given software on CDs and detailed instructions that allowed them to edit and develop their web-sites using the free IATP server and virtual space on-line.

**Purpose:** To share knowledge and skills on how to create, publish and update web-sites on the Internet, including basic knowledge in PhotoShop image editor software.

**Outcomes:**

- Twelve public clubs had their web-sites published for free at IATP server [www.iatp.by](http://www.iatp.by);
- Twelve public club representatives became web-editors who are able to post to and update Internet web-pages;
- Twelve of the 13 participants created drafts of public club web-sites that were hosted at the temporary addresses on the IATP server.

**5. "Working with Media"**

**Purpose:** To teach local community representatives how to cooperate with media representatives, how to prepare information of interest to the media, and how to convey information effectively depending on the specific needs of the media.

**Outcomes:**

- Participants prepared articles for local media and contact lists of local journalists.

#### 6. “Capacity Building for NGOs in the Mass Media”

**Purpose:** To develop the understanding and skills necessary for NGO activists to use their own publications and the broader mass media as tools of information dissemination and public announcements.

**Outcomes:**

- Fourteen participants from 11 NGOs were trained in the basics of working with mass media;
- Representative of the National NGO Association *RADA* developed a concept for RADA’s cooperation with the mass media;
- Fourteen drafts of publications for the media were created and prepared for public release;
- Representatives of the NGO *Center of Employers* (Minsk) prepared documents to sign an agreement on informational sponsorship;
- Participants created and updated a database on the mass media;
- YWCA from Mozyr prepared informational materials necessary for a press conference.

#### 7. Training Course “Public Relations for CSOs”

This course included several trainings related to PR campaign design and implementation, CSO’s media creation, and strategic partnerships.

**Participants:** 24 people from 22 organizations from 12 cities (17 females, 7 males)

**Outcomes:**

- Created 2 new web-sites (BelAPDI Vitebsk, and Mozyr Regional “Republican Association of Wheelchair Invalids”);
- Improved the quality of the web-site of the PA “Association of Entrepreneurs & Employers” (Vitebsk);
- The Foundation for Development “Centre for Social Business” (Vitebsk) conducted presentations of their activities in villages of the Vitebsk region;
- A New leaflet (for the project “Okno v Mir”) was published by members of the Mozyr regional organization PA “Republic Association of Wheelchair Invalids”;
- The participants of the training course created e-mail newsletters and assisted former students of the European Humanities University with their web-site creation.

#### Further impact of the training program under Objective 3

Information campaigns were designed and launched by the public clubs (Zhlobin, Machulishchi, Minsk, Rogachev, Grodno). They included dissemination of press releases (Machulishchi, Minsk), newsletter, brochures, (Zhlobin, Machulishchi, Minsk, Rogachev), publicizing PCA results (Minsk, Machulishchi, Grodno), news writing and giving interviews, and participation in TV talk-shows and radio broadcasts.

Public club “Vision” project and NGO “Sunflower” in Machulishchi, conducted a press conference for 7 mass-media representatives, and resulted in 7 media releases, including an article in “Belorusskaya Delovaya Gazeta” and a broadcast on “STV”.

The Rogachev branch of “Entrepreneur” NGO published 500 copies of a pocket calendar which promoted the public club (with their own funds for about \$100). This public club also disseminated its monthly leaflet on public club activity among customers at the town’s market through local vendors.

#### B. Study Tour(s)

##### 1. “Information exchange and public relations study tour to Poland”

Fifteen NGO representatives responsible in their organizations for information dissemination visited Lodz, Warsaw, and Lublin. All of them were trainees of Counterpart’s Public Relations Course.

**Purpose:** To study the Polish experience in information exchange and PR work in local communities.

**Objectives**

- To gain information from an exchange of experiences with NGOs and local information centers;
- To identify Polish partners for Belarusian NGOs in the field of information provision;
- To develop a concept of information dissemination activities aimed at increasing people's awareness about local initiatives from NGO's.

**Outcomes:**

- Participants learned about activities of specialized information centers (for youth, women, entrepreneurs, NGOs, handicapped etc.);
- Participants learned about various forms of information exchange between NGOs and local authorities (such as specialized web-sites, databases, listserves, newlines etc.);
- Participants learned about Polish experience in developing and distributing printed materials targeted at increasing people's awareness (such as leaflets, brochures, newsletters, annual reports etc.);
- Participants saw examples of the PR-activities of Polish organizations (radio and TV broadcasts, presentations etc);
- Participants learned about the Polish experience of establishing NGO's internal PR.
- Back in Belarus 6 participants from Baran, Polotsk, Mogilev, Vitebsk, Smorgon conducted meetings with NGOs to present information and experience acquired in Poland;
- In Polotsk, a participant presented Polish experience on the local television; and
- Five NGOs reviewed drafts of their information briefs and information dissemination strategy.

**C. Press Briefings / Press Clubs / Newsletters****CAP Briefings for National Media (April and June 2004)**

The April 2004 CAP national conference and the results of the "social" grants-competition were the occasions for the two briefings. Hugh Orozco, Counterpart's Chief of Party in Belarus, together with Victor Panfilyonok, Project Manager of Counterpart's Community and Humanitarian Assistance Program (CHAP), and Vladimir Korzh, Organizational Development Advisor on the CAP program, introduced the key areas of Counterpart International's program activity in Belarus. The event was a useful moment to introduce and remind the media (and its subscribers) about CAP and CHAP program activities, and to share information about partner CSO success.

**Purpose:** To create and strengthen a positive image of Counterpart International programs in Belarus by introducing their purpose, objectives, accomplishments, and transparent principles to the national media.

**Outcomes:**

- 12 media releases appeared in national media;
- 14 journalists became acquainted with the activity of CAP and local communities;
- National media included news from CAP communities into their own information flow.

**Press Clubs**

Press clubs were introduced and implemented as a low-cost tool to bring local journalists and NGO leaders together, to raise the status of NGOs as sources of news and expertise, and to generate press coverage of important community issues. They aimed to gather and disseminate information regarding civic activism and community development issues. Press Clubs brought together journalists and community members to discuss cooperation between the media, NGOs, and local governments in addressing local community problems. Press Clubs not only increased contacts between NGOs and journalists, but also initiated a desire for more cross-sector collaboration in the future, and an understanding of why such collaboration could be of benefit to both parties. As a result, journalists are now more interested in contacting NGOs and reporting about agenda setting issues, and NGOs are prepared to work with journalists on lobbying their communities' interests.

**1. "Social Entrepreneurship: Local Business in Society's Employ".**

This was the first session that introduced a new series of press-clubs for journalists -- 19 people participated including 8 journalists, 5 NGO representatives, 5 CAP staff members and Nikolay Kokhonov (Chief of Employment Department, Ministry of Labor and Social Welfare).

**Outcomes:**

- Journalists became familiar with the social role of NGOs at the community level, and with the reasons for social entrepreneurship and its links to NGOs;
- Every journalist wrote an article;
- Eight articles were published in influential nation-wide (state and non-state) newspapers, and broadcasted through news agencies;
- Potential population outreach is estimated at 329,000.

Specific examples of social entrepreneurship helped mass-media representatives to better understand the purpose of Social Enterprises and their potential in Belarus. Press-club participants discussed not only the successful experiences of sustainable income-generation; but also, obstacles to venturing into Social Enterprise, the legal framework for SE, and what hampers development of SE in Belarus.

**2. “Social and economic problems of the family in the local community”**

Twenty-five participants representing NGOs, local social services, Centers of Employment, the Department of Statistics, families with one parent, social workers, pedagogues and deputies, as well as two local newspapers, thoroughly discussed the complexities of social, economic and legal problems of families in the community and pointed out possible ways of problem solving. Background information, including statistical data and NGO's own analyses was disseminated.

**Outcomes:**

- Information disseminated among the community via 25 participants of press-clubs including representatives of two newspapers (4 articles with potential readership of 20,000 people), as well as via two issues of the CSO periodical “The Family in the Province”.
- Community actions for overcoming problems of the family were proposed.

**3. “State Social Programs: Opportunities for State-NGOs Cooperation and Positive Effects for Local Community”**

Impacts of existing state social programs for local community, case studies and success stories on state/NGO cooperation, as well as opportunities and prospects for social contracting were shared at this press club session. A local newspaper conducted “vox-pops” (street video-interviews) on the topic of the session and indicated a low level of public awareness of existing/operating state social programs.

**Outcomes:**

- Participants decided to better inform community members through local newspapers;
- Opportunities for State cooperation with CSOs were discussed.

**“New Resource” Newsletter**

The newsletter was published every month of the program that Counterpart's representative office was legally registered. “New Resource” (Novi Resource) was distributed to 670 partners, including NGOs, local media, local government, and other organizations. It was also available on the CAP website. The main features included issues related to civic activism and public club practices, participatory community appraisal and planning, public participation, civic education, community foundation development, and PR for CSOs.

**Purpose:** To disseminate information on Belarusian third-sector activities, legal issues and other relevant topics and to cement links among the numerous NGOs, clubs and individuals who were interested in joining forces to bring about a more active civil society in Belarus.

**Outcomes:**

- Public clubs received an opportunity to work with a publication that served as a mouthpiece for voicing ideas and opinions.

- Democratic values were promoted through the newsletter distribution, reaching over 1,000 people.
- 670 NGOs and public initiatives were linked together.

#### **“The prACTice” E-Newsletter**

After the closure of the Counterpart representative office, ACT continued the practice of regular publication distribution among community leaders, public clubs and NGOs. Due to existing legal restrictions, the bulletin was published and distributed electronically.

**Purpose:** To inform CSOs and their stakeholders about ACT partner-NGOs activities, and the primary trends and issues related to capacity building and community development.

**Outcomes:**

- The newsletter is distributed twice a month to 150 CSOs.
- After publication of the first issue, 20 more CSOs and their stakeholders subscribed to the newsletter.

#### **D. TALK SHOWS: Development of Communities through Public Dialogue**

These activities were implemented by the Counterpart program in 2004 through a grant awarded to the Information Development Promotion Foundation (IDPF), a Belarusian NGO affiliated with Internews. (During the 2005 phase-out period, funding was provided through a service agreement with IDPF.) The main goal of the project was to improve provision of information in both rural and urban areas of Belarus, and to create a neutral arena for open public discussion of key social and economic issues relevant to local Belarusian communities. Topics for TV shows were elaborated by local journalists of regional TV stations in partnership with NGO representatives and other experts. State officials, businessmen, third sector volunteers and ordinary citizens participated in the discussions. The project operated in Baranovichi, Borisov, Kobrin, Rechitsa, Mozyr, Smorgon, Vitebsk, Pinsk, Mogilov and Zhlobin. Local TV-stations of these cities produced talk shows with technical support and expertise from IDPF.

The experience of the project showed that the quality and effect of the programs can be dramatically improved through promotion of cooperation between different communities. Today a visible gap between stronger and weaker TV-stations exists. Similarly, the level of participation of NGO-representatives in the programs differs through the regions. The main reason for this is the partial isolation of TV-stations and communities from one another. Therefore, Counterpart and IDPF decided to initiate an exchange of “TV-items” between different stations in order to bring new ideas and approaches into communities. During the past years the stations have created workable archives of programs and program items.

Social and economic concerns relevant to every region are discussed. The talk-show format has proved to be highly popular in the participating cities. Topics are proposed by ordinary citizens, as well as by NGO representatives and local authorities. Representatives from local authorities, public and religious organizations, NGOs, and journalists also participate in talk-shows. Experience, over the course of the past half-year, shows that the quality and importance of the talk-show project increases with the participation and close cooperation of different communities and sectors.

Stations from cities with longer running talk-show programming provide know-how to the newer set of communities. The quality of TV-station products has become higher, despite low technical level/capacity. The talk-shows in Vitebsk were broadcast *live*.

#### **Listing of talk-shows produced and broadcast during the life of the project:**

##### Baranovichi:

- **“Drugs Abuse in Rural Areas” (February 2004).** The program uncovered a critical situation with

drug addicted people in rural areas. Unlike the country's capital, rural areas often do not have enough facilities to rescue these people. Increased awareness about substance-abuse became one more feature of the program. The talkshow on substance abuse in rural areas was prepared jointly by IDPF, the Baranovichi station, and the station from Svetlogorsk. This became one of the most successful examples of cooperation between channels from different areas within the project. Such an attitude facilitates the exchange of information between communities, and helps them to look for better solutions for different common problems.

- **"Relationship Between Men and Women in the Modern World" (March 2004).** The program addressed controversial issues of building fair and equal relations between men and women in the modern environment that exists in rural Belarusian areas.
- **"Consequences of Chernobyl" (April 2004).** The program was dedicated to the anniversary of the Chernobyl Disaster. Representatives of such NGO's as *To The Kids of Chernobyl*, *Baranovichi Ecological Union*, *Association of Disabled People*, and those who moved from the polluted areas took part in the program.
- **"Homeless animals" (June 2004).** The topic of the program was initiated by the viewers. The program initiated a wide public interest and debate. Lots of participants came to the studio taping. The program uncovered the problem of homeless animals, which irritate many Baranovichi citizens. At the same time it showed the cruelty of how local authorities who are trying to solve the problem with "their own methods" have created more questions than answers.
- **"Security of Summer Vacation" (July 2004).** The program was prepared in connection with the beginning of the summer vacation for children. Security of vacation, kinds of vacation, cost of vacation, this was just a part of questions discussed by the guests of the program.
- **"Women's Leadership" (July 2004).** Businessmen, the representatives of state organizations, a deputy, journalists, and representatives of public organizations from Baranovichi and Minsk took part in the program. Items about the leader of the women's movement from Minsk, and about women leaders from Baranovichi were shown during the program.
- **"Conflicts in Public Transport" (September 2004).** Bus drivers, ticket collectors, passengers, a psychologist, a lawyer, and the representative of the bus fleet took part in the program. This topic is important for the city. The bus fleet receives many complaints. The topic was suggested by the citizens of Baranovichi.
- **"Employment abroad" (July 2005).** Representatives of local government, CSOs, and community leaders discussed the issue of employment abroad, reasons that force people to find jobs overseas, and dangers and opportunities that people should be aware of when looking for jobs in other countries.
- **"Safety on the vacation" (July 2005).** Issue was brought by the public to a discussion on TV. Potential problems that ordinary citizen can face while on summer vacation were discussed.
- **"Children and mobile connection" (July 2005).** This program raised public awareness on positive and negative aspects of using cellular phones by minors.
- **"Dress code for school children: For and Against" (August 2005).** This talk show brought an opportunity to Baranovichi community to discuss a recent controversial decision made by the National Government which brings back an obligatory dress code for schools in Belarus. The discussion, where representatives of local authorities, child clothing manufacturers, teachers and community representatives including school children took part, demonstrated the potential positive and negative impacts of this decision and ways to address the negative aspects.
- **"Youth Employment" (September 2005).** Local officials, representatives of business and CSOs and community members discussed the opportunities and obstacles for young people to find a job.

#### Borisov

- **"Gender Inequality" (June 2004).** The program showed many women who decided to choose "men's professions" in the Belarusian society, which is still dominated by men. The program showed two contrary examples of women: a woman who serves in the army and commands other men, and a

woman who decided to dedicate herself to her husband and her family.

- **"Pensioners" (March 2004).** The program uncovered problems faced by old people who live in the Belarusian countryside. A hot discussion in the studio was caused by a video-report prepared by the journalists of Skif TV that showed a story of an old couple that was expelled from their own home.
- **"Rights of Children" (May 2004).** A very well-received program. Children from the Leningrad Oblast of Russia participated in it. The program gave a chance to compare differences in approaches to similar social issues between children from Belarus and from Russia.
- **"Abortions" (June 2004).** The topic caused broad interest in the Borisov community. A number of Borisov citizens insist that abortions should be prohibited while others believe they should be permitted under certain circumstances.
- **"Problem of Stray Animals in Urban Areas" (July 2004).** The program became a follow-up for the show created in Baranovichi. Journalists from different cities received a chance to work closely to further research the issue and to compare the situation in different Belarusian communities.
- **"Difficult Teenagers" (October 2004).** Psychologists, psychotherapists, the representative of the juvenile delinquents' facility, and "difficult children" took part in the program. During the talk-show the real story of a young man who had been a difficult teenager, was narrated.
- **"What Should Young People Who Failed School Admissions Do?" taped (September 2004).** The representatives of the educational establishments of the city and the employment center, the commissar of the military registration and enlistment office, and students were invited to the program. Recommendations for the young people who failed to enter study programs were presented.
- **"How to raise money by young people?" (July 2005).** Participants in this talk show included representatives of the state, business, CSOs and regular young people who discussed existing and potential opportunities for youth to raise money.
- **"Consumers rights" (July 2005).** Representatives of the Association of Consumers Rights Protection, other CSOs, local authorities and regular citizens discussed the most common cases of violations of consumers' rights and ways to protect these rights by common efforts of civil society and the state. Additional public awareness about existing laws and practical implications of these laws was raised.
- **"Public health problems" (August 2005).** Regular citizens and representatives of local authorities and state clinics discussed issues of health care and health service provision in this community.
- **"Problems of entrepreneurship" (September 2005).** The main question of this TV talk show was whether or not it is easy to be a private entrepreneur. Representatives of small and medium business pointed out problems and obstacles raised mainly by constantly changing inadequate legislation.
- **"Image for career" (September 2005).** This program invited regular citizens, psychologists and individual image makers to discuss the importance of image to be successful not only in business but in society overall.

#### Kobrin

- **"Military Service" (February 2004).** The program showed the attitude of contemporary young men from Kobrin and the Kobrin region to compulsory service in the army. A representative of the oblast Military Commissariat came from Brest to participate in the program.
- **"Reform of Education" (April 2004).** The studio-audience discussed different aspects of the newly introduced system of centralized testing. The reform is aimed at bringing Belarus closer to European and world standards of education, and to provide more opportunities for talented children from rural areas to enter prestigious colleges.
- **"Families with Many Children" (April 2004).** Representatives of different groups took part in the discussion: NGO's, state social services, religious organizations, parents, kids, and others. The program provided information was on social benefits which exist for families with many children and which state agencies are responsible for providing these benefits.
- **"Trade Unions in Kobrin" (June 2004).** A number of representatives from different Kobrin trade unions were invited to the program. The program revealed distinct differences in attitudes towards

trade unions among the Kobrin viewers.

- **“Summer Recreation Facilities in Kobrin” (May 2004).** The program showed how local authorities approach the problem of summer recreation in Kobrin. The representatives of the social service and the department of education, the representatives of the Children’s Village, and interns from a Children's Home took part in the program.
- **“Today and Tomorrow of the Young people of Kobrin” (July 2004).** This is an urgent topic for the city. Young people feel that they have no place for recreation in the city. Government representatives and the department of culture tried to prove the opposite. More than 30 people were on the talk-show. The announcement of the program was in the “Kobrin-inform” newspaper.

### Rechitsa

- **“Upbringing of Children: Money and Kids” (February 2004).** Psychologists, NGO representatives, teachers, parents, and children participated in this open discussion. One of the main questions was how to educate children in the modern materialistic world.
- **“Domestic Violence” (February 2004).** One of the main questions that prompted an active discussion was what should a women do when she suffers violence in her family.
- **“Youth NGO’s” (March 2004).** The main discussion was conducted between representatives of state-supported and independent youth NGOs. The issue has become sensitive after the case when a big group of young men and women of a state youth organization BRSM in Baranovichi decided to move to an independent youth NGO, which was not even registered. This case became an example for young people all across Belarus.
- **“Development of Internet in Belarusian Regions” (March 2004).** The program became a successful example of cooperation between TV companies of Rechitsa, Zhodino, Zhlobin and Borisov, which participated in preparation of the program. The program itself touched on the very sensitive issue of lack of access to the internet in Belarusian regions. This problem has two vivid implications. First, people in rural areas remain cut off from a huge amount of unbiased information that exists on the internet. Second, this problem hampers the process of education in the regions, and increases the misbalance between the development of Minsk and the countryside.
- **“Drugs Abuse in Rural Areas” (March 2004).** The program showed reports and expert opinions from Minsk prepared by the IDPF TV-crew. One of the reports showed an example from the hospital for drug addicts. In Rechitsa, there are still no medical facilities for drug-addicts.
- **“Questions of Families and Marriages” (June 2004).** The topic was initiated by local Rechitsa NGO’s. People discussed problems that exist in modern families, and how these problems affect other issues in society. The program showed a “generation gap” that is becoming more and more prominent.
- **“Problem of Homeless Animals in Urban Areas” (July 2004).** The Rechitsa TV station also decided to address the issue and to use it as a sample for promotion of cooperation with other TV stations (Baranovichi and Borisov).
- **“Barrier-Free Movement” (June 2004).** The video-clips from Mozyr and Pinsk were included in the program (the item from Mozyr was the subject of rough speculation, in this item the journalist was riding in a wheel chair and tried to get into public places). The main problems of disabled persons were touched upon, and ways of solving of these problems were offered.
- **“Motherhood” (September 2004).** This program was about the role of men and women in family planning and bringing up children. It attempted to determine if there is there gender equity in the family.
- **“Disabled people” (July 2005).** People in the studio discussed society’s attitude towards people with disabilities, the limited opportunities existing for disabled people, and ways to expand those opportunities. Representatives of disabled people associations took active part in this discussion.
- **“Stray animals” (July 2005).** This program brought different segments of society into common discussion on stray animals as an issue for every urban community.
- **“Drug abuse in Rechitsa” (July 2005).** This talk show covered the controversial attitude of society towards drug addicts, raised additional public awareness towards such issues as drug

abuse prevention, and discussed the importance of uniting all community efforts towards solutions for this problem.

- **“Family Violence” (August 2005).** Participants in this talk show discussed social, psychological and legal aspects of family violence and particularly violence in regards to children. Representatives of state, CSOs and regular citizens discussed these issues, their negative impacts, and ways to prevent violence in the family.
- **“Youth employment” (September 2005).** Policy makers, representatives of state employment services, local businesses, CSO representatives, and regular young people discussed opportunities and obstacles for young people to get employed. This show brought to the attention of policy makers the main issues of youth unemployment and the problems of employed youth (for example, low salaries and cases of discrimination).

In 2005 local authorities banned talk-show broadcasts in Rechitsa. There was no clear reason; however, this reaction has often arisen in the past when there is “too much citizen interest and activity” taking place in communities. Broadcasts were again permitted after negotiations were conducted by IDPF with their local partner TV stations and local authorities.

### Smorgon

- **“Smoking and its Social Effects” (March 2004).** The program showed experts that tried to prove that the social effect of smoking is similar to the one of alcohol. Today Belarus still has one of the highest rates of smoking in the world.
- **“Rights of Children” (March 2004).** The program was prepared in the form of TV-debates. The discussion was between a social worker from one of the Smorgon schools, and a representative of an independent social service center, “Teplyj Dom”.
- **“Women Alcoholism”(March 2004).** This issue appeared to have deep roots in Belarusian rural areas. The critical situation of alcoholism among women may have a destructive effect for entire communities. The program was widely announced in advance and TV-viewers sent a lot of letters with their questions to participating experts.
- **“Problems of the Disabled” (June 2005).** Talk-show participants representing all segments of society discussed the most common and critical problems of disabled people, especially limited opportunities.
- **“Employment of Youth” (June 2005).** This program informed the public about the level of youth unemployment in Smorgon, existing opportunities and obstacles.
- **“Single Mothers” (September 2005).** This program brought public attention to the problems of single mothers and community attitudes regarding this issue. The program invited a discussion between single mothers themselves, psychologists and representatives of state social service agencies.
- **“TV in Building Ideology” (September 2005).** Representatives of local media and community leaders discussed the role of TV in social life, the role of journalists, and the importance of objective information provision.
- **“Battalion of Memory” (September 2005).** This TV program consisted of a discussion by various stakeholders of their attitude towards the recently created “Battalion of memory” on the bases of Belarusian military forces. The purpose of this battalion is to identify missing Red Army soldiers from the Second World War. Different opinions towards this government decision were covered by TV – some people appreciate this decision, others are confident that these efforts will be more effective if done by CSOs.

### Vitebsk

- **“Women Unemployment” (January 2004).** Six unemployed women took part in the program. By the end of the program, two of them had received job offers.
- **“Families with Many Children” (February 2004).** A family with many children participated in the program, as well as a woman who reared her kids without a husband, and children who live in a

- dormitory. After several days, the family that participated in the program received an additional room.
- **"Development of the City" (February 2004).** The program addressed issues of development and the growth of Vitebsk. What has to be improved in order to make Vitebsk a better place in which to live? The program also showed a group of pupils who presented a mock city-council of their own. They addressed city-related issues as if they were Mayors, Department Heads, Local Ministers and other officials.
  - **"Development of Internet in Belarusian Regions" (March 2004).** The program was prepared in close cooperation with TV stations from Rechitsa, Borisov and Zhlobin. It was the first program of its kind where Vitebsk viewers had the opportunity to witness the discussion of a relevant issue not only by the studio in Vitebsk, but also in other communities. Live calls to the studio were very critical to current state authorities responsible for Internet development.
  - **"Development of Local Media in Vitebsk" (May 2004).** Journalists from Borisov, Orsha, Minsk and Vitebsk participated in the program. The Vitebsk TV company cooperated closely with a TV-company from Borisov during the preparation of the program.
  - **"Youth Unemployment" (June 2004).** Representatives of numerous NGO's and employment centers participated in the program. The program touched the issue of summer employment prospects for young "Vitebskers" both in Belarus and abroad.
  - **"Refugees" (June 2004).** Vitebsk remains one of the key centers in Belarus for both legal and illegal immigrants. Many people are trying to get through the Belarus-Latvia boarder into the EU. After failed attempts, they are trying to obtain legal status in Vitebsk and to continue their lives in this community, bringing new issues into it. An interview with the UN High Commissioner on Refugees Iliia Todorovich was specially prepared for the program.
  - **"Women's Leadership" (July 2004).** Proactive NGO representatives from Vitebsk and Baran helped to invite a large number of participants from different Belarusian cities into the program. People came from different oblasts of Belarus. The issue caused very wide public attention and participation. The studio received a high number of calls.
  - **"What Should the Young People Who Failed School Admissions Do?" (September 2004).** The representatives of the department of education, educational establishments and the employment center, the commissar of the military registration and enlistment office, psychologists, and students took part in the program. During the talk-show, it became apparent that the young people who had failed to enter a study-program and hadn't applied to the employment center were not registered anywhere. Cooperation between the employment center and the department of education on helping these young people to get a job was facilitated.
  - **"Consumers rights" (July 2005).** This live broadcast talk-show raised people's awareness of consumers' rights, the most typical violations of these rights, and ways to prevent these violations.
  - **"Treating cancer" (July 2005).** This program was on the current situation with treating cancer diseases in Vitebsk.
  - **"Problems of young families" (September 2005).** Participants in this live broadcast talk show discussed the demographic situation in the region and in Belarus overall, as well as the most common problems faced by young families such as unemployment, housing, low income, and psychological and social issues. Representatives of the state described how government is supporting young families and young families addressed the issue of what burdens they are facing in getting this support.
  - **"Problems of student dormitories" (September 2005).** This live broadcast talk show led to a very intense discussion. University students living in dormitories participated together with university administrators. In the meantime, the university administration was quite critical towards inadequate funding of the state university by the state budget.

### Zhlobin

- **"Gender Inequality" (April 2004).** The program was recorded with the participation of female managers and male workers. A substantial part of the program was dedicated to the discussion of the

role of women in contemporary society.

- **"Demographic Situation in Zhlobin" (April 2004).** The program broadcast street interviews of people in Minsk and in Zhlobin. The program was recorded with the participation of different generations. Two school teachers revealed that their salaries are extremely low and that is why they do not have families.
- **"Recreation of Youth in Zhlobin" (April 2004).** A hot discussion erupted between young people who said that Zhlobin has no facilities for youth recreation and that this leads to an increase of crime, and representatives of the local administration who tried to prove that they do everything possible to create good conditions for young people in Zhlobin.

### Mozyr

- **"Problems of City Public Transportation" (June 2004).** A large number of local Mozyr entrepreneurs participated in the program. The program highlighted current problems of entrepreneurs and their demands on local authorities. The vice-mayor of Mozyr participated in the discussion. A special item for this program was prepared by the Gomel TV company Nireya which is not part of the CAP/IDPF talk-show network, and decided to make a voluntary contribution.
- **"Life of Disabled People" (June 2004).** The Mozyr TV station prepared an item where a journalist spent one day in a wheelchair trying to get into public places. The item caused strong reactions among participants. Many people were shocked by the attitude to this problem in Mozyr.
- **"Youth Public Organizations" (May 2004).** There are no youth public organizations in the city apart from the Belarusian Republican Union of Youth (BRUY). The attempt of young people to register a youth public organization failed, due to rejection by the department of registration. During the program the following questions were raised: "Is there a need for alternative youth public organizations? Why are they lacking? What does one need for successful registration of a youth public organization in Mozyr?"
- **"Unemployment" (May 2004).** The employment center of Mozyr offers grants to the unemployed to start their own businesses. How much can be done with this money? What else does the employment center offer to the unemployed? What are the realistic employment / placement opportunities in Mozyr? These and other questions were discussed during the program.
- **"Youth employment" (June 2005).** This program covered the obstacles that young people face in trying to find a job after finishing school or university. Quite often university graduates only have only options to get employed as sellers in the market or cleaning people. An absolute majority of employers only hire experienced staff. What are the existing opportunities to improve this situation?
- **"Consumers rights" (June 2005).** The topics of this talk-show were existing laws on consumer rights, cases of violations, and ways to prevent such cases.
- **"Public transportation" (September 2005).** This was one of the most intense talk shows that was produced as part of Counterpart's program. The Labor Union of Public Transportation Drivers brought attention to the issue of discrimination against private entrepreneurs through a recent decision by the Ministry of Transport. According to this decision, state owned and operated driver/transport services were favored over private entrepreneurs. In addition, it was discussed that the local administration does not favor private entrepreneur drivers and ignores citizens' initiatives to improve public transportation services. Representatives of local authorities who were participants of this talk-show finally recognized the importance of some issues raised and agreed to start a dialogue on solving these issues.
- **"24 hours shops" (September 2005).** Some people are bothered by the existence of 24-hour shops in their neighborhoods. Other people consider them convenient and necessary. The closing of several 24 hour shops in Mozyr caused a limitation on the retail services available in this community and increased unemployment. All these issues became the subject for a very intense discussion between community members, authorities, and private businessmen.

- **“Families with many children” (September 2005).** A club of many children families has existed in Mozyr since the 1990s. Activists of this club—mothers of three or more children—took part in this discussion along with authorities and community leaders. There were several issues addressed in this program. The main issues were the negative perception of families with many children by society and the lack of enough support from the state.

### Pinsk

- **“Stray Animals” (September 2004).** During the process of preparation for the program, the public organization on animal protection was registered in Pinsk after more than a year of refusals. The program provoked responses. After the airing, the editorial office got a lot of calls and letters.
- **“Provincialism” (September 2004).** Discussion centered on the murder of a famous Pinsk professor of medical-sciences, Sergei Fedorovich, who was shot in Minsk. What is provincialism and who are the “provincials”? The program was about the famous people of Pinsk region and present-day Pinsk heroes.
- **“Leisure time of the Youth” (October 2004).** The representatives of the department of culture, the department of education, public organizations, police authority, and young people took part in the program. During the program, the reasons for lack of recreational venues for youth were uncovered and various solutions were offered.
- **“Motherhood” (October 2004).** The program was prepared for Mother’s Day (October 14). To be or not to be a mother today? How much does motherhood cost in terms of other opportunities lost? Career or motherhood? What kind of role should fathers play in bringing up children? These and other questions were discussed during the program.
- **“Consumers Rights” (July 2005).** This program discussed increasing public awareness on basic consumers’ rights, suppliers responsibilities and ways to find solutions if a violation of consumers’ rights takes place.
- **“Problems of Entrepreneurs” (July 2005).** This talk shows addressed the main problems of private businesses using the actual experience of local entrepreneurs. Representatives of small and medium businesses criticized the existing orders and decrees of the National Government, described in detail how this legislation freezes the development of small and medium businesses, and called on state agencies to join them in dialogue in order to improve the legislation.
- **“How to start private business” (August 2005).** Using actual examples, participants of this talk show informed the public about existing opportunities for those who decided to start their own business and raised people’s awareness about the potential obstacles that future entrepreneurs should be ready for.
- **“Problems of Young Families” (August 2005).** Citizens who were interviewed in the street by a TV crew identified housing, employment and internal relations as the main problems of young families. These three subjects were discussed by community representatives, experts and representatives of the local authorities during this talk-show. Useful information such as the availability of mortgages for housing and conditions for acquiring a mortgage was provided to the public.
- **“HIV Prevention” (September 2005).** The main issue of this talk show was an individual’s responsibility for their own health. Although some opinions expressed by participants were controversial (for example, one of the experts stated that public advertising of condoms promotes casual sex among young people, thus these ads should be limited), the common solution was to unite community efforts towards HIV prevention at all levels involving civil society, policy makers, state officials and others.

### Mogilev

- **“Gender Inequality” (July 2004).** Women leaders, journalists, and businesspeople took part in the talk-show. During the program the following questions were discussed: What is gender inequality? How can a woman become independent? Are men faced with gender inequality?
- **“Women Leadership” (August 2004).** The women leaders from Osipovichi, Bobruisk and Mogilev took part in the program. The taping took place in the informal atmosphere of a café. The program was about the activity of women leaders from the Mogilev region. How can active women combine a job, public activity and family care? These and other questions were discussed by the participants of the talk-show.

The exchange of video-clips with non-participating TV-stations helped to present topics with more detail and variety. The citizens of the regions where the talk-shows took place had an opportunity to see video-clips from other cities. Due to this sharing and exchange, they could compare situations in their own cities with similar situations in other cities. This cooperation among the TV-stations led to increased interest from other stations that sought to collaborate with IDPF and the CAP Program. Such cooperation gave other stations an opportunity to work with the talk-show format.

Special interest and popularity has focused on such topics as “Difficult Teenagers”, “Youth Public Organizations”, “Motherhood”, “Unemployment”, and “Summer Vacation, “Job Placement of the Youth during Summer Period”. It was also decided by various communities to expand and present continued programming on “Women’s Leadership”, “Women’s Business”, and “Small Business”.

The project proved the appropriateness of the “regional cooperation” approach. Collaborative work of journalists from different communities helped to exchange both skills and knowledge between regional TV stations. They began to better highlight selected topics. Additionally, local viewers began to receive a much broader perspective over issues that helped them to identify new possibilities and approaches which could be brought into their communities. Moreover, such a practice of regional cooperation between local TV-stations generated increased attention among non-participating TV stations from other regions. They began to voluntarily contribute to the programs. This significantly helped to later expand the project to new communities -- with fewer resources.

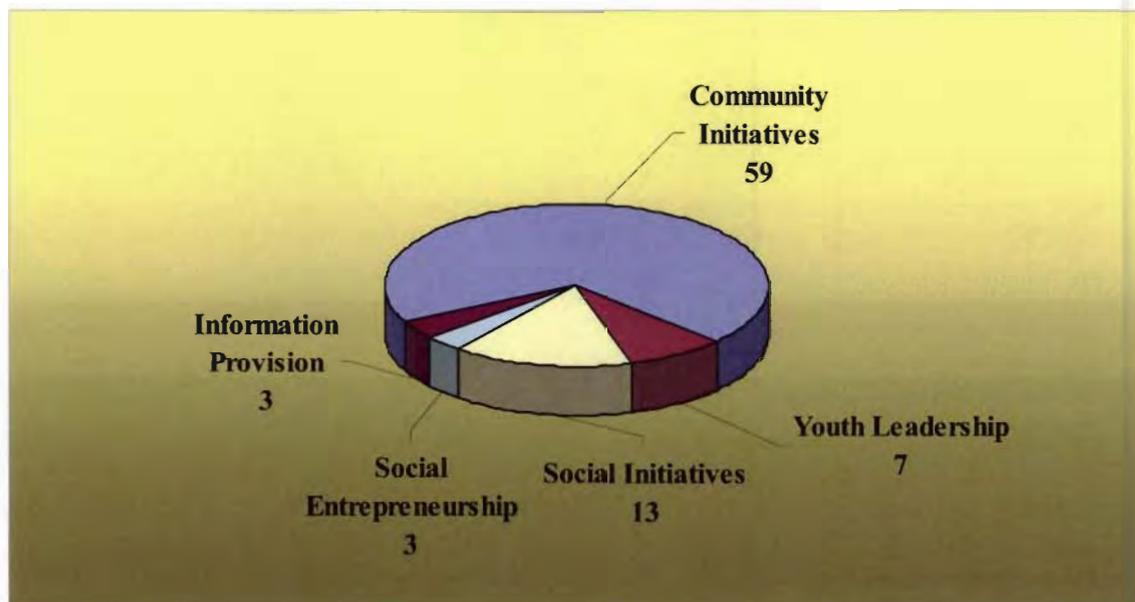
The project demonstrated the intense public interest in practically all Belarusian communities towards “women issues”. Such topics as “Gender Inequality,” “Women’s Unemployment,” “Women’s Leadership,” and related to these – “Family Issues,” “Marriages,” “Abortions,” and “Anti-trafficking” remain key concerns in Belarusian society. They attract broader attention than traditional key-concern issues such as “Small-Medium Business Development,” “General Unemployment,” and “Rising Prices”.

The project proved that TV talk-shows became an open public arena where people can freely exchange ideas on the issues relevant to their communities. The shows became an effective tool to awaken public awareness about existing social and economic problems at the local level. Additionally, the exchange of opinions and information between different communities helped the search for better solutions. The main outcome of the project was the increased awareness of people about the communities they live in, and about the work of local NGOs. Increased provision and access to such information helped both to popularize input from the “third sector” into community-life, and to broaden civic participation in addressing key community issues.

IDPF continues to actively promote cooperation among those TV-stations that participated in the project. In fact, talk-show programming will continue in the near future with recently obtained European Union funding.

## V. GRANTS

During the life of cooperative agreement (April 2003 – September 2005) Counterpart awarded 85 grants to support community initiatives, youth leadership, information provision, CSO social initiatives and social entrepreneurship.



As we see from the chart above, the absolute majority of grants (59 out of 85, which is almost 70%) were awarded in the area of *community initiatives*, most of the initiatives were public clubs based and started as the result of participatory community appraisal and participatory community planning. But there were also a significant number of grants awarded to single CSOs that aimed to support community initiatives in several communities at the same time (cluster-grants).

The table below shows the number of grants awarded to each community and cluster-grants:

#	COMMUNITY	REGION	No of community initiatives grants
1	"Kirovo"	Mogilev	1
2	"Moskovsky"	Minsk	1
3	"Parkovaya"	Brest	1
4	"Rumlevo"	Grodna	2
5	"Zapad"	Minsk	2
6	Baran	Vitebsk	3
7	Borisov	Minsk	1
8	Brest	Brest	2
9	Central	Grodna	2
10	Gorky	Mogilev	0
11	Kobrin	Brest	0
12	Komarovo	Minsk	1
13	Lida	Grodna	2
14	Liozno	Vitebsk	1
15	Machulischi	Minsk	2
16	Novogrudok	Grodna	1
17	Orsha	Vitebsk	1
18	Osipovich	Mogilev	1

Counterpart International, Inc.

USAID Cooperative Agreement # 121-A-00-03-00003-00

#	COMMUNITY	REGION	No of community initiatives grants
19	Rechitsa	Gomel	2
20	Rogachev	Gomel	2
21	Slonim	Grodna	0
22	Smorgon	Grodna	8
23	Vileyka	Minsk	0
24	Zhlobin	Gomel	1
25	Zhodino	Minsk	2
NUMBER OF CLUSTER GRANTS OUT OF TOTAL			20
TOTAL			59

Community initiatives grants supported a wide range of activities including local self-governance support, community improvement actions, support to vulnerable segments of the population, women's empowerment, small and medium business development, and the environment.

*Youth leadership* grants (7 out of 85, or 8% of total) were also community based and related to public clubs; but they specifically aimed at increasing youth involvement in the democratic practices.

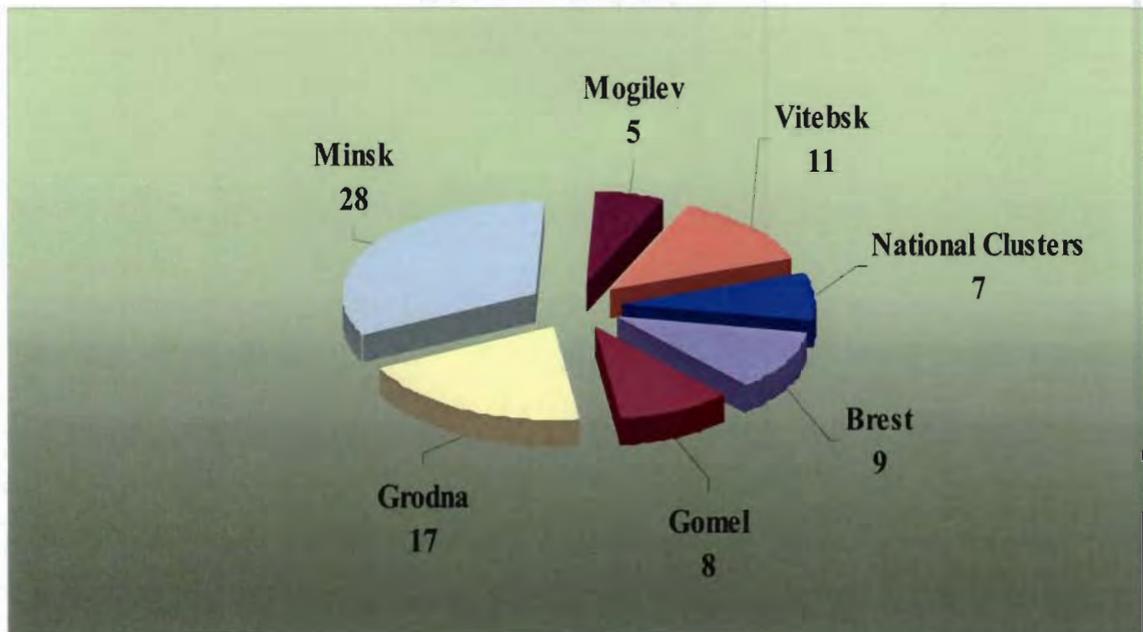
*Social initiative* grants (13 out of 85, or about 15%) were awarded to support mostly cluster projects aimed at broad CSO support and involving a wide range of stakeholders in solving social issues including HIV/AIDS prevention, drug abuse reduction, and improving the living conditions of vulnerable populations.

*Social entrepreneurship* grants (3 out of 85, 3.5% of total) were awarded to increase the financial sustainability of CSOs through the creation and support of social enterprises. These projects were community based.

Three nation-wide cluster projects in the areas of *information provision support* (3.5% of total 85 grant awards) were aimed to improve informing citizens on civic activism and on CSOs in Belarus.

As is illustrated in the table below, Counterpart grants covered all six regions of Belarus. They were not heavily concentrated in the Minsk region.

The chart below shows number of projects in each region of the country and nation-wide cluster projects:



However the government’s registration requirements made it difficult for grantees to start-up and implement their grant activity. Decrees and Orders issued by the Cabinet of Ministers and President in relation to international assistance provision to Belarus CSOs made the process of legalizing grants very complicated, inconsistent, and never certain in the expectation that a grant would or would not be registered.

Thus out of 85 grants awarded (\$846,931) only 30 were fully completed and 7 were implemented partially (total amount absorbed \$362,322). Unfortunately 48 projects were cancelled as their registrations with government agencies were denied.

*(The table in Attachment G presents a detailed list of all 85 awarded grants, together with value and status.)*

**VI. MONITORING and EVALUATION**

In order to ensure program-management-for-results, Counterpart conducted its performance measurement activity in accordance with the *Performance Measurement Plan (PMP)*.

Performance measurement was conducted on an ongoing basis through the review of reports from implementing partner CSOs; interviews and guided discussions with partner CSOs, local authorities, other community leaders, and citizen beneficiaries; regular site-visits; documentation and data collection; and evidence review and participation of Counterpart staff in community generated activity/events.

Counterpart was asked by USAID to assist with coordination and data-collection of the CSO Sustainability Index in Belarus. The level of support requested by USAID was facilitated by the Counterpart's monitoring plan that sets performance measurement as a priority. At the core of Counterpart's performance measurement plan is a comprehensive monitoring and evaluation tool that has been successfully used during program implementation.

The PMP was designed to support all components related to the two key areas of the CAP program — (1) training (capacity building), and (2) the grant program (community and CSO action support).

The Monitoring & Evaluation team included 3 staff members – a Monitoring & Evaluation Expert, and two Monitoring & Evaluation Officers. However, as part of overall program management, Counterpart's training team, senior management, and CSO partners with their stakeholders were also included in performance measurement process.

The process of Counterpart performance measurement included the following aspects:

- monitoring site visits to each community at least once per quarter;
- monitoring site visits to each grantee at least once per quarter;
- on-going contacts including meetings, phone conversation, mail/e-mail correspondence with CSO partners and their stakeholders;
- collecting feedback from the team of trainers;
- summarizing the information collected using Counterpart performance measurement tools;
- analyzing the information and making conclusions on progress made towards achieving program objectives as well as existing constraints and burdens;
- reporting to senior management team on progress made, as well as constraints, burdens and problems;
- providing management team, trainers, and recipients with advice on ways to enhance program management and implementation.

During the life of the project, Counterpart was implementing its performance measurement plan in full, except for some changes in methods and approaches of data collection which are explained below.

According to the Performance Measurement Plan, *Indicator 1.2 Number of citizens involved in the community initiatives* and *Indicator 1.3 Level of citizens' involvement in the community initiatives* was supposed to have been measured by way of conducting random Citizens' surveys in all CAP communities. However, due to the legal constraints and the unfavorable situation in the host-country it was too risky for Counterpart and its CSO partners to conduct *Citizens' surveys* with at least 1,200 respondents each. For Indicator 1.3, it was decided to replace *Citizens' surveys* with *Community Surveys* to measure the index of citizens' involvement and its outcome sub-indicators: indexes of citizens' awareness, motivation and opportunities to be involved in community initiatives and decision-making.

The difference between *Citizens' Survey* and *Community Survey* is that in the first case, the survey questions are addressed directly to regular citizens, while in the second case, the questions are addressed to community leaders – public clubs' members: representatives of CSOs, local businesspersons, officials and active citizens. During *Citizen Surveys*, the respondents would rate their own involvement in community initiatives, decision-making and other aspects of citizen participation. In the case of *Community Surveys*, selected community leaders evaluate citizens' involvement. The Community Survey provided accurate enough index data (qualitative indicators); however it did not provide quantitative indicator data.

Due to the political constraints in the operating environment, *Indicator 1.2 Number of citizens involved in the community initiatives* was not measured by way of a survey, but rather through observation of community initiatives by the Counterpart team, including interviewing community leaders, evidence review, and guided discussions with initiative groups, CSO members and their stakeholders. The number

of citizens participating in community-initiatives was generated using the observation method described here.

## VII. PERFORMANCE MEASUREMENT REPORT

### A. Final Status of Performance Indicators

From April 2003 – September 2005, Counterpart's Belarus Civil Society Strengthening Project worked with 25 communities (population around 1,560,300 people) in all six regions of the country, and with 60 local, regional, and national Civil Society Organization (CSOs) that have over 7,830 members. Additionally, CAP directly and through its CSO partners worked with 49 local media outlets.

The table below demonstrates the final status of 7 Performance Indicators that illustrate the level of achieving Program Objectives according to the Performance Measurement Plan, approved in the beginning of the program, by Fiscal Year (October 1-September 30).

Objective / Indicator	YR 2003 (Baseline)	YR 2004 (as of 09/30/04)	YR 2005 (as of 09/30/05)	Target 2005	Actual vs Target (%)
<b>Objective 1. Increased citizens' involvement in community initiatives</b>					
<i>Indicator 1.1</i> Community initiatives accomplished. Unit: Per cent of results achieved in relation to total initiatives started	0%	41%	45%	40%	112.5%
<i>Indicator 1.2</i> Citizens involved in community initiatives Unit: Per cent of population	4% (10,800 people out of 270,000)	0.91% (14,114 people of 1,557,300)	1.17% (18 232 people of 1,560,300)	1.5% (22,500 out of 1.5mln)	78%
<i>Indicator 1.3</i> Level of citizens involvement in community initiatives Unit: Score from -10 to 10	0	1.36	0.39	3.0	13%
<b>Objective 2. Improved organizational capacity of CSOs</b>					
<i>Indicator 2.1</i> Index score of organizational capacities of selected CSOs Unit: Score from 0 to 10	5.8	3.8 (4.14)	4.05 (4.53)	7.0	58%
<i>Indicator 2.2</i> Targeted CSOs with improved organizational capacities Unit: Per cent of CSOs	80%	100% (not precise, but proxy: see notes below)	100% (not precise, but proxy: see notes below)	80%	125%
<b>Objective 3. Improved information provision by local media</b>					

Objective / Indicator	YR 2003 (Baseline)	YR 2004 (as of 09/30/04)	YR 2005 (as of 09/30/05)	Target 2005	Actual vs Target (%)
<i>Indicator 3.1</i> Objective coverage of community initiatives and CSO activities by the local media in the targeted communities <i>Unit: Number of references to community initiatives and CSO activities</i>	212	580	<b>810</b>	390	208%
<i>Indicator 3.2</i> Citizens' access to the information on community initiatives and CSO activity <i>Unit: Number of citizens</i>	243,000	3,550,000	<b>3,550,000</b>	550,000	645%

**B. Details, Notes and Assumptions to Indicators**

*Indicator 1.1 Community initiatives accomplished.*

This indicator is defined as the percent of community initiatives that resulted in long-term positive changes in communities as compared to the total number of initiatives started. During the period April 1, 2003 – September 30, 2004 a total of 123 initiatives started in 24 communities with 50 initiatives accomplished (41%). Year 2005 brought one more new community and 27 new initiatives. The indicator status – 45% represents cumulative numbers during the life of project: 67 initiatives that lead to long-term positive changes in communities out of a total 150 started.

*This table demonstrates the current status of the Indicator 1.1 by fiscal years disaggregated by community.*

ID	Community	Region	YEAR 2004			YEAR 2005		
			Initiatives started	Initiatives accomplished	Per cent	Initiatives started	Initiatives accomplished	Per cent
1	"Kirovo"	Mogilev	1	0	0%	2	0	0%
2	"Moskovski"	Minsk	1	0	0%	1	0	0%
3	"Parkovaya"	Brest	N/A	N/A	N/A	10	7	70%
4	"Rumlevo"	Grodna	5	0	0%	5	0	0%
5	"Zapad"	Minsk	13	8	62%	14	8	57%
6	Baran	Vitebsk	4	2	50%	8	6	75%
7	Borisov	Minsk	4	0	0%	4	0	0%
8	Brest	Brest	1	0	0%	1	0	0%
9	Central	Grodna	5	0	0%	6	0	0%
10	Gorky	Grodna	1	0	0%	1	0	0%
11	Kobrin	Brest	1	0	0%	2	1	50%
12	Komarovo	Minsk	6	4	67%	7	4	57%
13	Lida	Grodna	1	0	0%	1	0	0%
14	Liozno	Vitebsk	9	6	67%	10	6	60%
15	Machulishi	Minsk	13	6	46%	15	6	40%
16	Novogrudok	Grodna	1	0	0%	1	0	0%
17	Orsha	Vitebsk	3	1	33%	4	2	50%

ID	Community	Region	YEAR 2004			YEAR 2005		
			Initiatives started	Initiatives accomplished	Per cent	Initiatives started	Initiatives accomplished	Per cent
18	Osipovich	Mogilev	11	7	64%	11	7	64%
19	Rechitsa	Gomel	2	1	50%	2	1	50%
20	Rogachev	Gomel	7	4	57%	8	5	63%
21	Slonim	Grodna	1	0	0%	1	0	0%
22	Smorgon	Grodna	23	9	39%	25	11	44%
23	Vileyka	Minsk	1	0	0%	1	0	0%
24	Zhlobin	Gomel	3	0	0%	3	0	0%
25	Zhodino	Minsk	6	2	33%	7	3	43%
<b>TOTAL</b>			<b>123</b>	<b>50</b>	<b>41%</b>	<b>150</b>	<b>67</b>	<b>45%</b>

**Indicator 1.2** *Citizens involved in the community initiatives*

The initial decrease in this indicator from a baseline of 4% to 0.91% as of September 30, 2004 was caused by two reasons: one reason is the negative impact of legal restrictions and unfavorable host-country conditions on the program's activity and Belarusian civil society overall; and the second reason is the increase of the population of the communities serviced by Counterpart. At the time of calculating the base-line figure, the total population of Counterpart partner communities was around 270,000, but the program ultimately expanded to communities with a total population of over 1,500,000 people.

Although the target for year 2005 was not met due to significant legal and political burdens caused by the host-country government, as well as the phase-out of the CAP program, the increase in *Indicator 1.2* – from 0.91% as of September 30, 2004 to 1.17% as of September 30, 2005 should be considered a big success considering the circumstances for civic participation in Belarus.

*The following table represents the number of people involved in community initiatives by fiscal year and disaggregated by community.*

ID	Community	Region	Population of Community	YEAR 2004		YEAR 2005	
				Number of Citizens Participating	Per cent of Citizens Participating	Number of Citizens Participating	Per cent of Citizens Participating
1	"Kirovo"	Mogilev	5,500	155	2.82%	155	2.82%
2	"Moskovsky"	Minsk	250,000	40	0.02%	40	0.02%
3	"Parkovaya"	Brest	3,000	N/A	N/A	2,250	75.00%
4	"Rumlevo"	Grodna	20,000	500	2.50%	500	2.50%
5	"Zapad"	Minsk	60,000	1,500	2.50%	1,500	2.50%
6	Baran	Vitebsk	13,000	132	1.02%	2,000	15.38%
7	Borisov	Minsk	154,000	350	0.23%	350	0.23%
8	Brest	Brest	30,000	70	0.02%	70	0.02%
9	Central	Grodna	5,000	207	4.14%	207	4.14%
10	Gorky	Mogilev	34,000	144	0.42%	144	0.42%
11	Kobrin	Brest	50,000	106	0.21%	106	0.21%
12	Komarovo	Minsk	1,400	250	17.86%	250	17.86%
13	Lida	Grodna	99,000	55	0.06%	55	0.06%

ID	Community	Region	Population of Community	YEAR 2004		YEAR 2005	
				Number of Citizens Participating	Per cent of Citizens Participating	Number of Citizens Participating	Per cent of Citizens Participating
14	Liozno	Vitebsk	6,800	172	2.53%	172	2.53%
15	Machulischi	Minsk	8,000	400	5.00%	400	5.00%
16	Novogrudok	Grodna	30,000	166	0.55%	166	0.55%
17	Orsha	Vitebsk	135,000	230	0.17%	230	0.17%
18	Osipovichi	Mogilev	35,000	5,000	14.29%	5,000	14.29%
19	Rechitsa	Gomel	67,000	800	1.19%	800	1.19%
20	Rogachev	Gomel	35,600	3,000	8.43%	3,000	8.43%
21	Slonim	Grodna	53,000	83	0.16%	83	0.16%
22	Smorgon	Grodna	37,000	360	0.97%	360	0.97%
23	Vileyka	Minsk	30,000	127	0.42%	127	0.42%
24	Zhlobin	Gomel	73,000	144	0.20%	144	0.20%
25	Zhodino	Minsk	55,000	123	0.22%	123	0.22%
	<b>TOTAL</b>		<b>1,560,300</b>	<b>14,114</b>	<b>0.91%</b>	<b>18,232</b>	<b>1.17%</b>

Indicator 1.3 Level of citizens' involvement in the community initiatives.

CAP *Index of Citizens involvement* is a quantitative expression of a qualitative indicator aimed at measuring complex changes within the involvement of citizens in community initiatives and decision-making processes. The index includes the following components: citizens' *awareness* of community initiatives and possibilities to participate, citizens' *motivation* to participate, *opportunities* to participate, and *participation* itself. Index score is from -10 (minimum, meaning people are totally uninvolved) to 10 (maximum, meaning citizens are totally involved). Zero baseline, right in the middle of index scale indicates that community leaders are not sure to what degree citizens are involved, or uninvolved.

The index data has gone up during 2003-2004 from 0 to 1.36, but then down from 1.36 to 0.39 during 2004-2005. The initial increase was caused by the large intervention of Counterpart' new civil society program. The later decrease was caused by numerous, mostly unexpected and highly unfavorable legal changes related to program implementation and civic sector overall. The qualitative meaning of the index remains the same for both years 2004 and 2005 – citizens in CAP communities are, overall, “Not Sure” about their involvement in democratic practices, but their perception is slightly positive.

*Breakdown of this index between its components is the following:*

Index Component	Components' weight in overall Index	Score as of September 30, 2004	Score as of September 30, 2005	Change
Citizens' <b>Awareness</b> on community initiatives and decision-making, possibilities, opportunities and ways to participate etc.	21%	0.56	<b>-0.15</b>	-0.71
Citizens' <b>Motivation</b> to participate and/or to be involved in community initiatives and decision-making	21%	2.33	<b>1.32</b>	-1.01
<b>Opportunities</b> for citizens to participate and/or to be involved available within communities	21%	0.73	<b>-1.46</b>	-2.19

Index Component	Components' weight in overall Index	Score as of September 30, 2004	Score as of September 30, 2005	Change
Citizens <b>Participation</b> – as a fact of being involved or engaged in community initiatives and decision-making	29%	2.23	<b>1.46</b>	-0.77
<b>Other</b>	8%	-0.49	<b>-1.52</b>	-1.03
<b>Overall index</b> of citizens involvement	100%	1.36	<b>0.39</b>	-0.97

As we see from the table above, comparing to year 2004, all index scores have gone down, which reflects the overall political impediments, state pressure on civil society, and other negative tendencies. People are still motivated, and they still participate (positive index score), while awareness and opportunities have gone down to the negative side of the scale. The largest fall of index is in its “Opportunities” part which confirms that an overall decrease is caused by outside/external factors.

It is important to indicate the content difference between the *overall Index* of citizens' involvement and its *Participation* component. *Participation* is usually based on awareness but it also can be “unaware”, “blind” participation.

For example, one of the survey's questions, “When something has to be done in my community, people usually pitch in” refers to *Participation*. However, this question is also strongly connected to another question, “People in my community are aware when community events take place.” This refers to *Awareness*. If the first question has a high score on scale from -10 to 10 and the second question has a low score, the overall index must reflect this process. Yes, people can participate if they know where, when and how. If they don't know, they also can participate spontaneously, but whether this participation becomes effective is under question. The same connection exists between *Participation* and *Motivation* – people can participate because of their own will, but they also can participate because they were told to by somebody; i.e., contrary to their motivation. Thus, it is important to have the *overall index* as the main indicator rather than *Participation* component only.

**Indicator 2.1** *Index score of organizational capacities of selected CSOs.*

*CSO organizational capacities Index* is calculated as an average of scales evaluating CSO management (financial, strategic, human resource and other), governance, outreach capacities, financial viability, and advocacy. The index of the scale is from 0 to 10.

The overall decrease of the index score from its baseline 5.8 to 3.8 in 2004 was mostly caused by the fact that new CSOs became Counterpart partners during the period, and an absolute majority of those new CSOs had very low capacity. Further, due to current legal circumstances and political and administrative burdens, most of them were not significantly impacted by the program's capacity building activity.

The overall index has gone up and became 4.05 as of September 30, 2005 which should be considered a big success, in light of the outside/external obstacles to program implementation.

*Breakdown of CSO organizational capacity index between its segments looks as follows:*

Index Segment	Segments' weight in overall index score	Index score as of September 30, 2004	Index score as of September 30, 2005
CSO Management	20%	4.15	4.24
CSO Governance	20%	4.40	4.61
CSO Outreach capacity	20%	2.80	3.12
CSO Financial viability	20%	4.92	5.11
CSO Advocacy	20%	2.67	3.09

Index Segment	Segments' weight in overall index score	Index score as of September 30, 2004	Index score as of September 30, 2005
OVERALL INDEX	--	<b>3.80</b>	<b>4.05</b>

It is important to note that for the majority of local partner organizations only their baseline data were assessed. If we consider those organizations where at least 2 assessments took place – baseline and progress assessment (in other words, the organizations that were impacted by Counterpart’s capacity building program), their institutional capacity index is 4.53 as of 2005 compared to 4.14 last year.

Indicator 2.2 Targeted CSOs with improved organizational capacities.

As is noted above, in more than 50% of Counterpart CSO-partners only a baseline assessment was conducted. These organizations can be part of overall index (*Indicator 2.1*), but it is not possible to consider them as part of the *Indicator 2.2* constituents.

If we consider only those organizations where since inception-to-date, at least 2 assessments were conducted (baseline, and following progress assessments), **100%** of them improved their institutional capacity (higher index score).

Indicator 3.1 & 3.2 Objective coverage of community initiatives and CSO activities by the local media in the targeted communities; and Citizens' access to the information on community initiatives and CSO activity.

The Counterpart program’s large intervention in local media support has been on-going throughout 2004-2005, through local TV talk-show programs implemented by Belarus partner organization, Information Development Promotion Foundation (IDPF).

Cumulatively, from April 1, 2003-September 30, 2005 Counterpart has identified **598** references to community initiatives and CSO activities in local media. Adding this number to a baseline’s data of 212 references identified before Year 2003 during the previous Counterpart program in Belarus, the final status of this indicator becomes 810.

*The table below shows the break-down of references by periods of program implementation, and is disaggregated between positive, neutral, and negative.*

	BEFORE 2003	YEAR 2003	YEAR 2004	YEAR 2005	TOTAL
POSITIVE	-	3	208	112	
NEUTRAL	-	3	82	50	-
NEGATIVE	-	2	70	68	-
<b>TOTAL</b>	212	8	360	230	<b>810</b>

Around **3,550,000** citizens have had opportunity to access objective information on community initiatives and CSO activity provided by local media. Desegregation by regions is as follows:

Region	Total population covered as of September 30, 2005
Brest	250,000
Gomel	150,000
Grodna	1,200,000
Minsk	1,500,000
Vitebsk	450,000
<b>TOTAL LOCAL MEDIA</b>	<b>3,550,000</b>

## VIII. COORDINATION AND COOPERATION

Throughout the LOP, the CAP program sought opportunities to leverage expertise and resources, to avoid duplication and to ensure more significant program impact. Meetings between donors often did not take place in Belarus, mostly because of the difficult operating environment; however, CAP maintained contact with numerous donor organizations whose representatives were invited to sit on the informal CAP grants program review board, including: IBB, OSCE, EFC, the World Bank, the UN, the Democracy Commission (PAS), ABA-CEELI, Christian Children's Fund, ISAR, the Eurasia Foundation, and Winrock.

- A CAP representative took part in the European Gender Budget Conference in Gdansk, Poland (2003), to share experiences and participate in a series of specialized trainings on the topic. Following the conference, Raisa Sinelnikova was included in the West-East European working group on gender budgeting.
- CAP representatives participated in the International Conference on Belarus Economic Development organized by the Institute of Privatization and Management in cooperation with USAID (2003).
- A CAP representative participated in a meeting with the World Bank coordinating working group on a program to promote rural community development in Belarus.
- A CAP representative participated in a Seminar on Freedom of Association organized by the Legal Initiative in cooperation with the OSCE office in Belarus.
- CAP Belarus coordinated a study tour with Counterpart Bulgaria (a USAID funded program) for 15 Belarusian representatives of local authorities, businesses and CSOs from Baranovichi, Rechitsa, Baran, Smorgon, Grodno, Gorki, and Vileika. The visit took place in March 2003. The participants visited Sofia and Chepelare, where they met with local authorities and with people involved in local community development foundation activities. The study group exchanged experiences with Bulgarian counterparts on issues related to *community foundations and social entrepreneurship*. They also had a three-day seminar training on Community Funds: "*Good Practices and Effective Models*," by Community fund international expert, Jan Surochak.
- CAP participated in a UNDP seminar, for UNDP grantee-business people, in April 2003. CAP made a presentation of its program and answered numerous questions from seminar participants.
- CAP trainers took part in the conference on training practices conducted by NGO "POST" with support from Swedish Forum Syd. CAP trainers conducted a workshop for the conference participants and shared CAP experiences during the CAP long-term training course on Youth Leadership.
- CAP met with Christian Childrens Fund (CCF) representatives in Belarus to discuss steps for future cooperation. As a result, CAP invited CCF supported organizations to take part in CAP trainings and events. In June 2004, CAP representatives visited CCF's "Summer Leadership Camp" and "Project Development Seminar". It is expected that CCF's "parent associations" will establish links with public clubs.
- In April and May 2003, Vladimir Korzh (CAP's advisor on organizational development) was invited to be a guest-lecturer by the European Humanities University and by the Belarusian State University. Topics: "Developing Local Communities" and "NGO Basics".
- CAP's Legal Advisor participated as an expert in the World Bank Innovation Days for Belarus-Ukraine-Moldova (May 2003, Minsk).

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- CAP's Director served as a judge (together with the Swiss Aid Agency and US-Ukraine Foundation) to review and select winners of the "World Bank's Innovation Day" grant competition.
- CAP received matching funds from the World Bank to support the work of the Baranovichi Committee of Territorial Public Self-governance "Nadezhda/Hope (KTOS)". This was the first such registered organization in Baranovichi in over 15 years. With World Bank financial support street-lights were installed in the neighborhood.
- CAP's Legal Advisor had a meeting with the chief of party of the World Bank mission in Belarus, Mr. Voronin, to discuss the legal ramifications of Presidential Decree #460 on international technical assistance.
- CAP's Program Manager met with Ann Stone, Founding Member of the US National Women's History Museum.
- CAP representatives participated in a roundtable organized by "Stolny" Credit Union in Minsk.
- CAP's Program Manager participated in the conference "Gender Assessment of the Impact of EU Accession on Women and the Labor Market in Central and Eastern Europe" organized by the KARAT Coalition with the support of UNIFEM and NOVIB in Warsaw (November 2003).
- CAP's Program Manager participated in the International Conference "Women's Role in Entrepreneurship" organized by the Kiev School of Entrepreneurship and the Institute of Competitive Society in Partnership with Winrock International in Kiev (November 2003).
- CAP representatives participated in the Roundtable on the Millenium Development Goals organized by the UN office in Minsk (December 2003).
- CAP's women's empowerment consultant visited Vilnius to meet with the "Lithuanian and US Initiative (LUSI)", "Women's Issues Information Centre", and the "Baltic-American Partnership Program". An agreement was reached to develop internships for a group of 20 Belarusian women to visit Lithuanian rural clubs, to conduct a roundtable with LUSI on local self-governance training, to become part of an extensive network of contacts with women's organizations inside of Lithuania and with other Baltic neighbors, and to conduct joint trainings.

Examples of new program activity that continued to be jointly implemented with other donors and contractors during 2003-2005, include:

- ABA-CEELI and CAP continued the *Community Legal Action Team* program that sought to introduce strategic lobbying and legal awareness as a tool to support community initiatives. A five-month public legal education pilot joint training program ended in December 2004 (terminated due to the Belarus Government's forced close-down of the CAP program office). Eighteen Community Actions Lawyers participated in monthly professional trainings and improved capacities and skills on NGO laws, local budgeting and taxes, negotiations, and Internet resources in legal practice. Sixteen lawyers sought to apply their increased capacity to support community planning for local solutions to local problems through seven Community Action Teams with public club leaders. The expected result was that the Action Teams would formulate plans to address identified community problems and discuss progress made and lessons learned in their ongoing work to build their communities. *(Please see a short summary of the "Community Action-Team Lawyers" program in Attachment H.)*
  - IATP continues to provide *IT and Web-Site Design and Training* to CAP public clubs — seven public club web sites are currently in operation.
  - Two Winrock experts from Ukraine conducted a ToT on *Conflict Resolution* for the CAP Women's Program. CAP expects to continue to seek ways to more significantly work with Winrock experts to support women's programming in Belarus.
  - Winrock International (Ukraine) Winrock Women's Empowerment Program worked with the CAP program to provide training to a group of Belarusian women to conduct effective educational seminars/workshops for local women in entrepreneurship and leadership. CAP included some of these active women in its Women Empowerment School and invited Winrock's trainers to continue education
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in gender-related issues.

- UNDP and the Ministry of Economy conducted a presentation on the Belarus National Strategy for Sustainable Development at the CAP annual conference in April 2004. This was an attempt to align CAP program activities more closely with the priority activities of the host government.
- Counterpart Bulgaria, a USAID-funded social enterprise and community foundation program, provided expert ToT on business-skills training for CAP, and hosted the CAP community foundation study tour in March 2003. CAP continued joint programming with Bulgaria through the end of the program period in 2005.
- The EPA (US Environmental Protection Agency) the Mott Foundation funded "Marioupol, Ukraine Local Environmental Action Plan – LEAP", managed by Counterpart. The "Donbass, Ukraine Agency for Regional Development" conducted training/presentations at the CAP annual conference in April 2004. As a result, CAP developed opportunities for continued use of their expertise in the areas of community appraisal and action/development planning, and territorial self-governing bodies.
- The Swiss Ministry of Foreign Affairs (Swiss Cooperation Office Belarus) agreed to look for joint-funding opportunities for NGOs. The idea was for the CAP program to fund the purchase of equipment included within social-focus grants presented to the Swiss Cooperation Office. Many of the Swiss grantees were current or former CAP grantees and CAP partner-NGOs. The co-funding approach helped to leverage resources and to further allow the CAP program to make direct procurement of material assistance which the grantees could then register through the office of humanitarian assistance (a much more abbreviated registration process than that required for technical assistance registration, a process that could take upwards of three months).
- The Swiss Ministry of Foreign Affairs (Swiss Cooperation Office Belarus) shared their recent community-initiative proposals with CAP. Based on the proposals submitted to the Swiss, CAP called for an independent round of proposals from CAP partners. Five partnership-proposals were received from NGOs. Due to the expired Counterpart accreditation, in December 2004 and the forced close-down of the program office, the grants could not be awarded.
- "Internationale Bildungs – Und Begegnungsstette" (German IBB) has agreed to look for areas of joint support to local NGOs, while still adhering to the current CAP public club structure, principles, and objectives. An agreement was reached to issue a call for joint Belarus/German NGO idea-proposals from which two representatives from each selected organization would participate in a study-tour early in 2005. The study-tour exchange in Germany between representatives of Belarus and German municipal level authorities and managers, local businesses, and NGO leaders promoted international support for Belarus community development. IBB has provided support to former and current CAP grantees. As a leading German donor of technical and humanitarian assistance to Belarus, it seems logical for ACT to continue to explore leverage possibilities with IBB.
- "Internationale Bildungs und Begegnungsstette" (German IBB), jointly with Counterpart, supported participation of 20 Belarusian NGO leaders in the February 2005 Belarus-German NGO Partnership Conference held in Geseke, Germany. The conference was preceded by study-tour visits by the 20 participants with their German partner NGOs. ACT will seek to further leverage the German government's "Belarus Support Program" which is implemented and funded through IBB.
- The Ministry of Economy and UNDP were instrumental in CAP's efforts to align CAP activity with areas of interest expressed by the host-government. CAP sponsored the participation of two representatives from the Ministry of Economy and UNDP (who work jointly on the Belarus National Strategy on Sustainable Development) to attend the St. Petersburg "Transparent Budgeting & Public Participation" conference held in June 2004.

- Cooperation with Gender Budget Initiative (GBI) in CEE/NIS region, Strategic Planning Meeting (Sopot, Poland, April 2004). The strategic planning meeting brought together 25 practitioners from 19 countries in Central and Eastern Europe, the Newly Independent States and the Russian Federation, the United States and the European Union. The meeting was funded by UNIFEM. The main goal of the CEE/NIS Gender Budget Initiative was to launch a regional project which would popularize “gender budget analysis” and through its implementation would ensure that government policies and priorities are more responsive to gender issues by promoting and fully incorporating gender concerns in public spending, and by increasing women’s participation in governmental budgetary decision-making process. This meeting was held as a discussion forum aimed to establish regional networks of cooperation on implementation of Gender Budget Initiatives in the region.
- Latvian women’s NGO Women’s Employment Information Center coordinated a CAP-funded study tour in Lithuania for a group of Belarusian women. The aim was to promote women’s economic empowerment. The visit took place in July 2004.
- Polish NGO Center for Local Activism Support invited a group of Belarus community leaders to study Polish experiences in creating Community Centers. The CAP-funded visit was held in September 2004.
- Polish NGO Center for Local Activism Support coordinated a follow-up study-tour for Belarus CAP Program “social organizers” in November/December 2004.
- The Ministry of Economy participated in a workshop organized by CAP in June 2004 for its new grantees. The representative from the ministry provided highly articulate advice and consultation with regard to new procedures for grant registration with the Ministry. Following that workshop, the ministry’s representative continued to be in contact with CAP for information exchange.
- The Ministry of Economy and UNDP proposed to conduct a joint study-tour with CAP on ICT and Community Development. The study-tour on *Hungarian Telecottages* was held in November/December 2004. Selection of participants was competitive and a joint-call for “community partnership concept papers” was made in October prior to the event.
- The Ukraine Network of People Living With HIV/AIDS coordinated a study-tour to Ukraine on HIV/AIDS Prevention/Awareness and Stigma-Reduction at the local-level in October 2004 for CAP youth leadership initiative-groups and related NGOs.
- Ukraine Lviv META Center coordinated a CAP-funded study-tour to Ukraine on job-creation and small business-support in October 2004.
- DAI – Biznet (Ukraine) met with CAP in Minsk to discuss the CAP program and fact-finding as DAI attempted to register a representation office to expand their regional program into Belarus.
- Swedish Red Cross – Noah’s Ark has a favorable status with the Government of Belarus in the public health sector (including HIV/AIDS and substance abuse). Their current strategy is to expand their operations away from mere grant making to support operations within broader community-based initiatives like the CAP public club model. ACT will continue to explore opportunities for expanded cooperation with them.
- UNDP (CORE – Chernobyl) has a new and very effective active partnership with ACT and with several informal local networks of initiative groups that allow continued access to and engagement of citizens in communities.

- Counterpart sought to leverage expertise from other regional USAID programs to benefit and enhance the capacity of ACT and its CSO partners in Belarus. Counterpart included a team of eight Belarusians as participants in the Counterpart/USAID Bulgaria Community Fund and Social Enterprise Program's annual In-Country Training held in Hisarya, Bulgaria (July 2005).

## **IX. PROGRAM MANAGEMENT**

### **A. Office Improvements**

The program's Minsk office at 22 Very Khorushiy was the existing site retained from the previous Regional Cooperative Agreement (terminated March 2003). No significant changes or purchases of equipment were made.

### **B. Staffing and Staff Development**

#### **1. Staff Changes**

The core CAP program team already on staff under the previous program was retained. This consisted of 13 Minsk-based staff and five regionally-based lead trainers.

#### **2. Staff Development**

CAP consistently provided opportunities for staff development, including financing staff participation in conferences and trainings, conducting training-of-trainers on issues related to program content, and organizing regular trainer's to develop new training modules and refining existing ones.

- Valery Zhurakovsky, a CAP Trainer, participated in the seminar "Planning and Budgeting at the Enterprise", conducted by the Institute of Management and Privatization (Minsk 2004). The training was on planning and budgeting for commercial enterprises. The training included the definition of criteria and indicators for evaluating the effectiveness of commercial enterprise activities, which was very useful when developing training modules for the Program on Social Entrepreneurship.
- Svetlana Zinkevich, CAP Senior Consultant on organizational development, participated in the Conference for the International Trainers Network (InterTraining) in Moscow (2004). Forty-nine participants in the conference (trainers and consultants from CIS countries), including representatives from Counterpart Kazakhstan, Tajikistan, and Uzbekistan, obtained theoretical knowledge and practical skills in new approaches to organizational development, addressing problems and tendencies in the trainers' communities, and trainers' standards. As a result of participation in the conference, experts from Counterpart Uzbekistan (a USAID-funded program) were invited to perform a training for CAP Belarus on participatory *Community Appraisal and Community Action Planning* based on experience obtained by Counterpart Uzbekistan in their local communities.
- CAP's PR Specialist participated in "Mass-Media in Contemporary World," a scientific and practical conference conducted by Saint-Petersburg State University (2003). He introduced "The third sector press in Belarus", and distributed a "Directory of NGO's and Public Initiative's Press of Belarus" published by CAP. Through contacts established at the conference, CAP cooperates with Russian experts to improve public access to information.
- CAP trainer Vitaut Rudnik participated in a training conducted by the PR Institute: "Image Creation: Mechanisms of Image Creation and PR Practices" (2004). As a result, the concept of the PR Training Course was developed and implemented in CAP-supported communities.

- CAP staff participated in a training event on "Social Entrepreneurship", conducted by American consultant, Kim Alter (Minsk 2003). Participants received knowledge on Social Entrepreneurship definitions, characteristics, types and models. Kim Alter shared her knowledge and experience in the sphere of Social Entrepreneurship. As a result, CAP has designed a detailed work plan of trainings for NGOs with different topics for basic and advanced levels of participants.
- Training-of-Trainers (ToT) "Technology of Conducting an Active Training" (2003). Participants adopted the training approach practiced by the CAP trainers' team, thus forming an additional group/cadre of local community-trainers and increasing CAP's capacity to better reach local communities. As a result of the training, local community-trainers developed updated modules of trainings for local communities on the following topics: "NGO Mission and Strategies", "NGO PR Campaigns", "Participatory Community Appraisal", "Participatory Community Planning", "NGO Information Campaigns", and "NGO Management Basics".
- Training of trainers (ToT) "Participatory Community Appraisal (PCA)" (2003). A new approach of participatory community appraisal to apply in new CAP-supported communities, based on the experience of the Uzbek NGO "Hamroh" (offspring of a Counterpart program) was presented. All relevant CAP staff, trainers, and new local community-trainers (18 people) learned and were trained in the participatory community appraisal approach and methodology. Participants prepared PCAs and performed a practice PCA in Smorgon where local people participated in identifying community problems, prioritizing them, and forming initiative groups to address the priority problems. After the training-of-trainers, local trainers conducted Participatory Community Appraisal trainings in Osipovichy, Rogachev, and Liozno and helped local communities to form initiative groups capable of preparing and conducting community appraisals by themselves. After the PCA in Smorgon, six Action Grant proposals were submitted to CAP aimed at solving community problems. Five out of six Smorgon proposals were approved by the Action Grants Board.
- ToT "Psychological and Technological Specifics of Third Sector PR". The CAP Trainers' Team of eight people and the CAP PR specialist went through a three-day intensive training/workshop conducted by an expert in communication technologies and an expert in social influence theories and practices from the Belarus European Humanities University (2004). As a result, a long-term PR course oriented at different groups of NGO PR-related people was developed and launched in 2004.
- ToT "Assessment of NGO's Projects and Activities Effectiveness" (Minsk 2005). Russian experts presented methods/measures for calculating the effectiveness of NGO projects and activities, and assisted the localized ACT (International NGO ACT) trainers in developing their own approaches to evaluation methods. Based on this knowledge, ACT conducted an assessment of its two recent training courses.
- ToT "Mediation in Employment Opportunities" (Minsk 2005). Lithuanian experts, who work with the unemployed under the Lithuanian Ministry of Labor, educated ACT trainers, NGOs, and employment agency representatives on how to rebuild the skills and abilities of long-term unemployed people. The methodology will be implemented by the Belarus-registered International NGO ACT in future activities with local communities.

## X. OBSTACLES TO IMPLEMENTATION

**Unfavorable Legislation:** The most serious obstacle through all these months was the legislative activity of the host country. Edicts and decrees followed each other practically every quarter introducing new limitations on international technical assistance and on NGO activities.

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- Decree # 460 issued on October 22, 2003, Ordinance #24 issued on November 28, 2003, and Resolution of the Council of Ministers #1522 issued on November 21, 2003 introduced new mechanisms for foreign grant registration which practically impeded implementation of projects with foreign donor support. Additions to Decree # 460 were made in 2005, prohibiting foreign-sponsored trainings, seminars and conferences without special permission from the State.
- New Presidential Edicts were issued in 2005 introducing more restrictive measures with regards to sponsorship, and the creation and operation of foundations.
- In May 2005, the Ministry of Education issued Order # 39 establishing procedures for getting special permission for anyone wanting to study abroad. It effectively prohibited study tours, educational visits, internships and training abroad for anyone enrolled in schools or universities. The organizers of such events can now be punished if they include such people into groups going abroad with an educational purpose without special permission from the Ministry of Education.
- Also in 2005 the Parliament approved changes and amendments to the Law On Public Associations making their creation, registration and operation much more complicated.

The Belarusian government also forced out the representative offices of US NGOs, including IREX, Internews, Eurasia Foundation, the Community Connections program, and Counterpart International under a variety of pretexts.

**NGO's Prosecution and Liquidation:** The status of civic groups and their activities was also deteriorating every day. In the spring 2003, the Ministry of Justice and Departments of Justice in the regions began inspecting NGO activities. Many of them received warning letters for even minor violation of legislation, like the size of their official stamps and letterhead. If the NGO repeated the same violation within the year, the Ministry of Justice could take legal action for NGO liquidation. The main regional resource centers (Ratusha, Varuta, Civil Initiatives) were liquidated by the court during the spring-summer 2004. Some human rights NGOs: Human Rights Center "Vyasna", "Legal Assistance for Population", and other pro-active NGOs were also liquidated.

Due to the NGO liquidation process initiated by the state, CAP found itself providing consultations to existing or potential partners with an uncertain legal status; for example, "The Union of Belarusian Poles" applied for grant funds while under summons by the Ministry of Justice. In Zhlobin, Rogachiov and Vitebsk KGB officials visited NGOs that had met with CAP, to inquire about the CAP Program, its status and operations. Three CAP-grantees (New Kastalia, POST, ASDEMO) were given warning letters by the Department of Justice for insignificant law violations (incorrect size of the official stamp, use of an abbreviation instead of full legal NGO name in official papers). The Gomel oblast Department of Justice initiated liquidation of NGO "UNPRED". But, the NGO succeeded in obtaining letters of support from the local administration and the Ministry of Education, and the Department of Justice withdrew the action.

Local NGOs, including CAP grantees and partners in Smorgon, Rogachev, Retchitsa, Minsk were cautioned and reprimanded by local authorities for their cooperation with CAP as a USAID funded program. For example, some potential grantees were urged not to sign grant agreements with CAP (Smorgon Community Development Foundation "Together", and Rogachev NGO "Vremya/Time"). These were relatively isolated examples from the larger group of 24 public club communities. However, they demonstrate the host government's growing concern about the acceptance and use of foreign technical assistance.

**Hostile Media Campaign:** A hostile campaign in national mass media continued against NGOs. Portrayal of NGOs as foreign agents of influence or hidden terrorist-cells wanting to ruin the state makes community members suspicious and unwilling to participate in NGO activities. Several TV programs portrayed US programs implemented in Belarus as organizers of "color revolutions" in neighboring countries and thus enemies of the Belarusian regime.

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## XI. LESSONS LEARNED

- **Motivation:** Addressing vital interests of citizens is the best way to introduce democratic practices to the communities.
- **Participation:** Successful civic participation efforts require a concrete goal and a plan to achieve that goal. As an increasing number of citizens not only participate in, but also coordinate community-initiatives, it becomes necessary to provide training on “NGO Basics” to educate citizens on the role and purpose of NGOs and on the role and purpose of volunteerism. This allows for more effective and informed discussion on local issues and their resolution. On the other hand, to avoid low motivation of participants, trainings for local communities should be conducted as requested, rather than independently scheduled by the donor.
- **Partnership:** Democracy requires that members of the community work in partnership with government to shape the decisions that affect them. Partnership with official bodies pays off. It opens doors to new communities, partners and programs. It makes contacts with local officials more efficient and expedites promotion of new innovative practices into community life.
- **Shared Vision and Equal Trust:** Shared vision and equal level of trust are needed for private and public stakeholders to build a balanced partnership in civil society development. It makes sense to develop training topics that target the interests of both the local authorities and local business. Also, it is necessary to work with officials to seek ways to use their potential resources and influence more effectively.
- **Preparatory Phase:** To develop a better basis for future RFAs, and to shorten the period of the initial phase of a public club’s project implementation, CAP introduced a series of three mandatory trainings for CSOs throughout Belarus that had to be completed before they could submit proposals under a new RFA. The trainings are: “Public Club as a Tool of Local Community Mobilization”, “Participatory Community Appraisal”, and “Participatory Community Planning”. Between the trainings the participants have to carry out mandatory home tasks (homework, of a sort) to remain part of the training course. Home tasks include roundtables on key community local issues, a participatory community appraisal with one or two groups of community citizens and coordination of future community activities with public club partners. The system of mandatory trainings and workshops preceding the RFA announcement proved to be especially useful for provincial/rural NGOs that lack experience and basic skills in working with the broader community.
- **Cadre of “Social Organizers”:** To avoid low motivation of participants and to provide a steady stream of information and dialogue on community-related issues, training support to a cadre of “social organizers” became critical. Initially, most of the impetus for community-level programs came from the donor down to the community level through the granting mechanism to NGOs. But, it became apparent that communities have the interest and desire to generate their own momentum. This is not always best done by the NGOs themselves. Many of them experience a lack of leadership as more experienced NGO leaders move-on to other interests, and full-time or volunteer staff-members do not have full capacity to effectively continue operations. In addition to providing training to NGO staff, other than the directors, it became equally important to train a cadre of independent “social organizers” from the community. These community innovators can then serve to rally the community and to help coordinate on behalf of and with the community on issues of local concern.
- **Transparent Operations:** Transparency of operations is not an option; it is an absolute requirement and necessity for effective operations in Belarus. Not only must the donor set the example, but also provide for constant monitoring to ascertain that principles of transparent

operation are adhered to by grant recipients in all their operations. Tax and banking authorities in Belarus maintain a constant watch for adherence to existing regulations. The practice of transparent operations also makes it easier to adhere to new and vaguely defined decrees and edicts that often are introduced in Belarus. During the present time grantees must present their grants for review and approval. The consistent practice of meticulous transparency has aided with the approval of some grant registration and has helped to avoid the liquidation of more NGOs.

### **Recommendations**

Legal workshops and seminars on issues related to documentation and file keeping helped CAP partners not to be fined or closed by various controlling bodies under the pretext of mistakes or lack of the necessary legal documentation. Perhaps, a special program of legal support for Belarusian NGOs is needed, given the current situation in the country.

## **XII. COST SHARE AND LEVERAGING**

During the period of program implementation Counterpart generated \$247,499 in cost share from local cash and in-kind contributions, non-US government originated humanitarian assistance and other non-US government-related international donors. This amount represents 9.5% of the total \$2.6 million in USAID funding to this program.

\$1,582 was generated by Counterpart trainings during Fiscal Year 2004. It consists of in-kind contributions - space provided for free by Public Clubs for training events and travel expenses covered by participants themselves. Cost of space was evaluated based on the lowest bids available on the market at that time.

\$42,862 (\$20,785.71 in Fiscal Year 2004 and \$22,075.84 in Fiscal Year 2005) was generated by Counterpart grantees as cash and in-kind contribution to their projects. These contributions include the CSOs' own resources, other non-US government international donors funding, in-kind and cash donations from local stakeholders and volunteer labor. This amount represents 11.8% of the total \$362,322 USAID expended for grants under this program. Sub-grantees cost-share is documented as part of their financial reports.

\$144,255 (\$66,217 in Fiscal Year 2004 and \$78,038 in Fiscal Year 2005) is the value of humanitarian assistance delivered to Counterpart communities in Belarus under Community and Humanitarian Assistance Program (CHAP) and originated from non-US government donors. These deliveries include medical and dental equipment, clothing, individual equipment, furniture and other items donated by US-based private charitable agencies, business and religious organizations.

\$3,417 is an in-kind contribution from local sources. \$167 was the value of local business donations to the event in Machulishchi organized by Public Club (Fiscal Year 2004).

\$3,250 is the value of Counterpart key personnel's own computers used for program implementation after the close-down of the Counterpart representative office in Belarus (all program equipment was distributed according to the USAID approved disposition plan in December 2004). Without using private computers that belong to Counterpart staff, program implementation during January-September 2005 would not have been possible.

After the close-down of the representative office in Belarus, Counterpart localized the Civil Society Strengthening Program by way of concluding a Service Agreement with its Belarusian affiliate International Educational NGO "ACT" (Alliance of Consultants and Trainers), per the USAID approved "Phase-out Plan" in May 2005. ACT, the main implementer of this program during Fiscal Year 2005, was able to generate \$55,384 as a cost-share to this project. This amount included in-kind contribution in form of training space provided for free by local partners, cash in the form of trainers fee covered by local Counterpart International, Inc.

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business and the UNDP, and one large project, “Decentralized Cooperation,” funded by the European Commission.

*(Please see full detail on cost share and leveraging in Attachment I.)*

## **ATTACHMENT A – ACT Quarterly Report (July to Sept. 2005)**

### **BELARUS CIVIL SOCIETY STRENGTHENING PROGRAM ACT Quarterly Report July to September 2005**

#### **Objective 1. To increase citizen involvement in community initiatives.**

Key activities during the July to September 2005 quarter were focused on further implementation and follow-up of the Youth Leadership Course. RADA NGO was the main partner organization that ensured outreach and made it possible to continue to involve young people in three trainings of the course – “Leader for Community”, “Leader for Belarus and Europe”, and the last one which was implemented in the form of a simulation where the participants had the opportunity to demonstrate their knowledge and skills in practice. Out of 27 participants at the beginning of the course, 17 demonstrated a high level of performance and were among those who developed the *alternative youth policy for Belarus*. As a follow-up to the course, a group of facilitators was to moderate the National Youth Forum planned for October 14, 2005. The Non-governmental association of Youth and Children’s Organizations (RADA) was the organizer of the Forum. Despite all efforts, the Forum failed to take place because all the participants were blocked by the police on the road to Grodno and forced back to Minsk (see [www.rada.by](http://www.rada.by)).

In addition to the Youth Leadership Course, ACT continued to promote the idea of strengthening communities and citizens’ participation by providing educational events on Public Clubs and Community Foundations. Two communities from Mozyr region were trained on Public Club Basics and the initiative group appeared ready to introduce Public Club practices into their activities. Mozyr was also included by ACT as a target community in the EU supported ACT projects on *social contracting*.

Community Foundation Development was continued by providing a study tour for several communities from Belarus. They attended a conference in Bulgaria on Community Foundations. NGOs from Mogilev, as well as the National NGO “BelAPDI” disseminated information and promote as actively as possible the idea of local Community Foundations. In Mogilev, local entrepreneurs were involved, though local administration is more than cautious in supporting the process.

At the same time, the Local Territorial Self-Governing Committee in Baranovichi continues to operate under the Public Club principles. On September 24 in Baranovichi, they made a public presentation on the achievements of the self-governing committee before the local administration, council of deputies, and the broader public.

ACT also conducted a series of trainings on Project Design and Proposal Writing for the local communities of Stolin, Chechersk, Bragin, and Slavgorod (Chernobyl area), as a continuation of partnership activities with the UNDP CORE program in Belarus. Over 50 applications from the four communities have already been submitted and still more are expected. Thus, ACT maintains its partnership activities with community development programs in Belarus.

1. ***Workshops “Project Design and Proposal Writing”***  
*Baranovich, July 22*

**Purpose:** to assist Local Territorial Committee to design a project and to make it in the form of a grant proposal to implement local community initiatives

**Outcome:**

- participants produced draft of the project to apply for grants
- participants trained to make project budgets and made a draft of the project budget

2. ***Study Tour to Bulgaria “Community Foundation Development”***  
*Hissar, July 5-10*

**Purpose:** to study best practices and lessons learned of community foundations in Central and Eastern Europe and to apply the experience in local communities of Belarus

**Outcome:**

- The experience and materials on Funds and Foundations, gained at the study tour were disseminated and transferred to members of the following NGOs: “Mogilev Women Support and Self-Education Center”, “Doctors’ Union”, “Circle of Friends”, and “The Real World”
- The chairperson of NGO “BelAPDI” conducted workshops with the heads of regional branches on Funds’ operations and functions, on key elements of fundraising, and on financial sustainability using the examples of foreign Community Foundations
- Participants of study tour from Mogilev conducted a workshop with local entrepreneurs on the functions and operations of Community Foundations

3. ***Workshop for a local Public Club in community development and citizens’ involvement***  
*Mozyr, August 15*

**Purpose:** to assist local initiative groups in performing better and more focused activities with wider involvement of local citizens

**Outcome:**

- during the workshop with leaders of Mozyr region, an analysis was conducted on the status of NGOs in the local communities, local partnerships between business and state entities, and existing barriers to local initiatives in 2 communities of Mozyr
- participants discussed possible ways to introduce positive responses to community issues: namely, development of local agro-tourism, creation of local group that will promote local agro-tourist initiatives, building closer partnerships with ACT and its allies, and to use ACT’s potential to improve relations and cooperation between CSO leaders and local decision-makers
- State Social Agency from Mozyr notified ACT about its desire to participate in a pilot social contracting program.

4. ***Youth Leadership Course – Trainings: “Leader for the Community”, “Leader for Belarus and Europe”, “Practicum-Simulation”***  
*Minsk, July 8-10, Slonim, August 12-14, Grodno, August 25-28*

**Purpose:** to develop skills of young people as potential leaders who know the procedures of participation, decision making, and advocacy at the level of Belarus and Europe

**Outcome:**

- participants drafted 13 projects to involve youth in democratic practices, to develop youth local initiatives
- participants drafted 161 letters to various institutions promoting/advocating their interests
- participants drafted 3 projects on youth issues to be submitted to international donors
- participants filmed three 10-minute long news programs related to youth policy development
- participants organized or participated in over 20 events/activities of their NGOs or initiative groups for local communities:
  - music festival for orphans in Minsk
  - archeological camp for young people
  - re-modeling of NGO RADA web-site
  - regular e-newsletter for NGOs-members of NGO “Next Stop-New Life”
  - forming a working group of youth NGOs to assist in preparation and implementation of National Social Projects Fair
  - ecological event to clean the lake shore near Orsha
  - charity event for handicapped young people in Borisov
  - recruitment of 5 new members to youth NGOs “Young Architects”

**Objective 2. To improve organizational capacity of Belarusian CSOs.**

This quarter was marked by yet continued changes in a deteriorating legal environment for Belarusian NGOs – new legal requirements were introduced affecting the Laws-on-NGOs, Foundations, and on Sponsorship procedures. ACT responded with a series of workshops for 30 NGOs and communities where the new regulations were analyzed and necessary changes in NGOs’ basic organizational documents were discussed to help the participants comply with the requirements.

The activities aimed to improve organizational-capacity were implemented in three trainings of “Organizational Capacity Building Course”, and three trainings of the “Financial Sustainability Course”. 40 NGOs were trained and produced impacts that prove the effectiveness of such interventions in supporting NGOs and creating additional opportunities for them in a legally complex and deteriorated operating environment.

As follow-up to the study tour to Bulgaria on Community Foundations in July, ACT once again gathered 8 NGOs to provide them with more information and practices adapted to Belarusian realities. As a result, in addition to Mogilev, the BelAPDI Polotsk Branch NGO (communities of Polotskaya Vetv) formed an initiative group and began activities to create a community foundation in Polotsk.

In order to meet the emerging need of NGOs to collect more examples that demonstrate the benefits produced by NGO activities for the communities and society in general; ACT began a series of events to promote more focused assessment of social and economic impacts of NGO activities. This procedure currently gains more importance because beginning with spring 2006 all NGOs will have to provide annual-reports to controlling bodies and to the public. Thus, a ToT for ACT members was organized by Russian experts who possess expertise in calculating social and economic impacts of NGOs.

Later ACT conducted a round table presentation on assessment procedures for NGOs and international agencies operating in Belarus. Further, ACT developed modules and provided trainings for NGO participants in the Fair-of-Social Projects on “Nuts-and-Bolts of Presentation of a Social Project”, and on “Annual Report Writing”. ACT itself will take an active part in the Fair (December 2005), both as an NGO and as a group of experts who will facilitate some of the panels and plenaries.

Yet another concept new for Belarusian NGOs and local administrations is Social Contracting. This quarter ACT started to promote the idea of social contracting as an introduction to more activities in this area that will be implemented in the ACT-NPI (Lithuania) Project supported by the EU. Thus, a round table for the NGO representatives, international agencies, and state representatives from the Ministry of Labor was conducted. ACT received initial support for the idea, and the participants expressed their readiness to be involved in the future activities on social contracting.

1. ***“Organizational Capacity Building” Course***

***Trainings: “Human Resource Development”, “Public Relations for NGOs”, “Good Governance in NGOs”***

*Minsk, July 2-3, July 16-17, August 6-7*

**Purpose:** to build awareness and necessary skills of leaders of organizations to develop human resources in their organizations

**Outcome:**

- 42 participants from 17 organizations learned different approaches to specific issues of organizational management
- participants in their organizations conducted 27 meetings/workshops, round tables with the participation of over 200 citizens from local NGOs and communities
- NGOs-participants improved their management systems:
  - governance strategy of Board effectiveness improvement is developed (“Youth of XXI century”)
  - organizational structure is developed and 3 more communities are covered by the NGO activities (“Nikol”)
  - public relations plan is activated and partnerships with 3 more state social agencies are built (“Nikol”)
  - public relations strategies led to production of 10 types of information and promotional materials – booklets, leaflets, flyers, official organizational papers – which are distributed in the communities (“Nikol”, “VIT”, “Polotsk Branch”)
  - human resource plans are improved and 14 new members are recruited into local NGOs (“VIT”, “Belarusian Women’s League”)
  - Regional cultural presentation/contest “Poet-Actor” for the first time in three years is included into local Executive Committee action plan and is implemented under their patronage (“Polotsk Branch”)
  - 4 NGOs decided to introduce the position of Executive Directors in their NGOs
  - 14 participants initiated necessary amendments to their Statutes with respect to Good Governance principles
  - Alina Surovets from Smorgon applied after Good Governance training for the position of Executive Director of Belarusian Association of Journalists and is now implementing the Executive Director plan developed at the training

2. ***“Financial Sustainability” Course***

***Trainings: “Financial Management in NGOs”, “Social Entrepreneurship for NGOs”, “Fundraising for NGOs”***

*Vitebsk, July 30-31, Minsk, August 6-7, Vitebsk, August 13-14; Minsk, August 20-21, Polotsk, September 3-4, Minsk, September 17-18*

**Purpose:** to build skills of people responsible for financial component of NGOs to improve the financial capacity of the organization

**Outcome:**

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- 42 participants from 23 organizations were trained on better management of components critical for making an NGO financially sustainable
- 11 NGOs-participants developed financial sustainability strategies
- 7 NGOs-participants assessed their NGOs' readiness to create a social enterprise
- 3 NGOs developed plans of creating social enterprises
- NGO "Polotsk Branch" conducted a fundraising campaign and raised funds to publish a book of the of literary works of one of the NGO's members

**Other Results:**

- participants are still in the process of putting into practice knowledge and skills acquired at the trainings because the training course was only recently finished
- 80% of NGO-participants are performing fundraising research
- 60% of NGO-participants are conducting fundraising activity (special event, campaign, project)
- 30% of NGO-participants are making fundraising plans

3. ***"Training of Trainers for ACT - "Economic and Social Effect of NGO Activities"***  
*Minsk, July 25-28*

**Purpose:** to teach ACT consultants and trainers the concept and tools of studying and assessing/calculating economic and social effect of activities performed by NGOs

**Outcome:**

- 14 participants – ACT consultants and trainers studied Methods of assessing and calculating economic and social effect of NGO activities
- participants developed a training module of translating Methods of assessing and calculating the effect to NGOs
- participants developed a project of calculating and promoting social and economic effects produced by ACT
- ACT experts are invited by the organizational committee of National Social Projects Fair to prepare and conduct two trainings for the Fair participants on assessing and calculating the effect to NGOs, and applying the data into NGO annual reports
- ACT conducted a round table on assessing and calculating the effect to NGOs for the representatives of NGOs, and their stakeholders; including a number of staff members of international programs and agencies operating in Belarus

4. ***Round Table "M&E Tool-based Approach: Assessing Social and Economic Impacts of NGO Activities"***  
*Minsk, August 16*

**Purpose:** to involve NGO experts, decision-making stakeholders, including donors, into a discussion on the application of various M&E Tools in the assessment of social and economic impacts of NGOs and some ways to promote NGOs by demonstrating these impacts

**Outcome:**

- participants discussed pluses and minuses of M&E tools currently applied in Belarus to assess impacts of NGOs in the country
- M&E tools used in other countries to assess social and economic impacts of NGOs and their applicability in Belarus were presented to the participants
- participants' recommendations are summed up and are being used in developing M&E tools for NGOs, and technical assistance programs in Belarus; and to assess not only social but also economic impacts of NGO activities
- materials of the Round Table are published in ACT E-Newsletter, copied to CDs and distributed among the participants of the round table

5. **Training “Community Funds and Foundations: Foreign Experience and Local Realities”**  
*Minsk, August 27-28*  
**Purpose:** to help the participants determine future steps in starting up community foundations
- Outcome:**
- 11 participants from 8 communities were trained in basic concepts and mechanisms of Community Foundations
  - participants drafted steps necessary for CF creation
  - participants developed priorities for potential CF and drafted a message to their communities announcing this process
  - participants will present the concept of Community Foundation and its practices to their community leaders
  - at least one initiative group – Polotsk Branch – is in the process of establishing a Community Foundation
6. **Training “Annual Reporting and Presentation of Social Project”**  
*Minsk, September 29, 30*
- Purpose:** to train the participants in making annual reports required by the Ministry of Justice as well as in making effective presentations of NGO projects at the Fair of Social Projects
- Outcome:**
- 35 NGOs received necessary information and trained basic skills in composing annual reports
  - 35 NGOs made drafts of presentations of their projects for the Fair of Social Projects that will take place in December 2005
7. **Workshops “Recent Changes in Legal Environment for NGOs and Foundations in Belarus”**  
*Mogilev, September 3*  
*Grodno, September 10*  
*Minsk, September 18*
- Purpose:** to help the participants determine steps in amending basic legal papers of their organizations in accordance with recent legal changes in the country
- Outcome:**
- 44 participants from 30 NGOs were trained in how to make NGOs function in the current changing legal environment
  - participants in their NGOs started to analyze and renew contracts and reports according to new regulations-of-sponsorship-assistance
  - participants started to prepare statutes of their NGOs for possible re-registration in accordance with new edicts on the NGO law
  - participants started renewing the procedure of contracting in their NGOs
8. **Round Table “Social Contracting: NGOs Partnerships with the State, ACT Practices and the Forthcoming Project ”**  
*Minsk, September 20*
- Purpose:** to involve NGO experts, decision-making stakeholders, including NGO donors, into a discussion on the analysis of social contracting practices for NGOs in neighbouring countries and in Belarus, to present the concept and planned activities of ACT on social contracting
- Outcome:**

- participants discussed good practices of NGOs in social contracting in Lithuania, Russia, and Poland
- participants discussed opportunities that exist in Belarus for introducing the practice of social contracting
- participants defined possible models how to contribute to the development of social contracting in Belarus with a perspective on the activities planned under the ACT project
- further negotiations are under way with representatives of the Ministry of Labor to obtain support for the ACT project on social contracting
- ACT experts will conduct a workshop at the National Social Projects Fair in December 2005

**Objective 3. To improve information provision by local media.**

This quarter ACT continued making and distributing to over 150 e-mail addresses, its e-newsletter "prACTice". Among the topics were comments on recent changes in legal environment, mediation in employment orientation methodologies, and summaries of round tables held by ACT's. The e-newsletter is gaining popularity and will continue to be produced after termination of the Counterpart program.

**1. E-newsletter "prACTice" dissemination**  
*July, August, September*

**Purpose:** to provide increased provision of information to communities, NGOs and their stakeholders

**Outcome:**

- Over 200 CSOs were informed through ACT e-newsletter "prACTice" about the following issues:
  - "Open Doors" roundtable held in ACT office and the issue of professionalism in NGOs and professional NGOs
  - deliberations of NGO leaders sent to ACT about professionalism in NGOs
  - information about new Belarusian laws and edicts on NGOs, Foundations, and sponsorship
  - information about Poverty Reduction round table facilitated by ACT moderators in the UN program on poverty reduction
  - comments of legal experts on recent changes in NGO legislation
  - technologies and innovations in mediation of employment orientation for those who have problems in finding a job
  - social contracting as a tool of building partnerships and confidence between the state and NGOs
  - community foundations abroad and possible alternatives for Belarus
  - current events in NGO sector
  - announcement of upcoming trainings provided by ACT

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## **ATTACHMENT B - Success Stories**

### **I. Community Development Foundations (CDF): Citizen participation in local decision-making**

#### ***CDFs: Successful Practice and Models for Community Sustainability.***

Counterpart Alliance for Partnership (CAP) launched a major initiative to support community sustainability and active citizen participation in local decision-making. Minsk was the venue for an intensive workshop in May 2003, attended by 19 representatives/leaders from five CAP public clubs (Smorgon, Zhodino, Gorky, Baran, and Rechitsa), and two new prospective public clubs (Baranovich and Machulishchi). Participants represented a mix of local authorities (city administration and city council members), NGO and other community leaders, and one journalist.

This was not a first-time event, rather a follow-up workshop to discuss models of community development foundations and best practices gleaned from previous cross-border CDF-exchanges (Togliatti, Russia and Sofia, Bulgaria). The session included a brief overview of CDFs and their role and purpose in the development/support of community sustainability and civil society. Creation of CDFs is supported under existing legislation. Workshops also focused on outlining community cross-sector resources/opportunities, obstacles and benefits represented by community development foundations.

The deputy chair of the Smorgon regional administration voiced a sentiment which permeated throughout the gathering, "...the issue is important, and I see it as my priority". She is persuaded that authorities must find support for CDFs through public initiatives, and that influential people are needed as leaders to create and manage CDFs. As importantly, comments shared at the workshop revealed a more clear understanding of individual roles and steps to be taken to further promote community development foundations in Belarus. The Deputy Major from Rechitsa voiced support for creation of a community development foundation in his town, and expressed that local authorities must work closely with public organizations and "public club" initiative-groups.

Participants of the exchanges also summarized the current experience of their local community initiative-groups to create community development foundations, and to engage local authorities and the broader public. Smorgon, Baranovich and Gorki reported on the current status of creation of community development in their towns. Foundation statutes and their by-laws have been developed. Initiative groups promoting establishment of CDFs have secured support both from the population and local authorities. Local mass media popularizes the foundation idea among the people, and the initiative-groups actively work on forming public opinion with respect to creation of the foundation and identification of its priority activities. A local journalist from Rechitsa said: "...I see my role as promoting the idea and further wish to take part in implementing projects".

"I sincerely hope that the idea of creating a community development foundation in Baran will be supported by both the authorities and residents of our town", stated Galina Matyushenko, a city council and public club member, and the chairwoman of the local affiliate of "Belarusian Women's League".

"We need to have a clear understanding of the leadership capacity and abilities of a community development foundation initiative-group leader. We need to ask the authorities what they think of these steps and how they see this process", said Nadezhda Karasiova, director of the Smorgon Social and Pedagogical Center and a board member of the Smorgon Social Agency. "We need a large-scale roundtable discussion, a forum, where we should tell the authorities about our expectations related to the foundation, about the prospects and opportunities represented by community development foundations. We should speak about public benefits, about concrete ideas that a foundation could implement".

In order to launch a broad-based debate that would advertise community development foundations, the idea arose to promote literature and articles in journals and magazines that would tell about community

development foundations, their role in the community, and the current experience of CAP program "public club" initiative-groups; that would encourage increased support from other local initiatives, authorities and leaders.

***First Belarusian CDF Officially Registered in Smorgon.***

The first community development foundation (CDF) in Belarus was approved by government authorities in December 2003. *The Charitable Foundation "Vmeste"* (Together) was officially registered in Smorgon.

There are 9 founders who are influential and respected citizens, for example the CEOs of two local state enterprises, the head physician of a local hospital, the director of the Social and Pedagogic Center, the director of the Territorial Center of Social Service for Family and Children, and the chief editor of the local radio station. Alla Nechepurenko, the secretary of local branch of "*Belarusian Association of Young Christian Women*," became the CDF's executive director. The Deputy Mayor was named onto the Board of Trustees. CDF founders formulated its mission to support citizen initiatives and organizations that seek to solve critical social problems in Smorgon and the region, through grant disbursement to support implementation of social non-commercial projects. Principles of non-partisanship, transparency, democracy and grant making on competitive basis are declared in the CDF's by-laws.

Registration of the first CDF became a significant mark of a long process that was initiated by CAP nearly 2 years ago. After receiving general information about unique features and benefits of CDFs, interested community leaders from Smorgon, Baranovichi, Baran, Zhodino and Rechitsa went through intensive CAP training, consultations and workshops on models and methodologies to create CDFs. CAP not only organized intensive educational interventions, and offered complex technical assistance; but also conducted numerous cross-border exchanges with community foundations in Russia, Bulgaria and Slovakia (October 03). The acquired knowledge and experience helped the Smorgon initiative group to overcome a series of impediments and to build a reliable partnership with local authorities. Initially the local administration denied registration to the CDF. The stakeholders took an unprecedented step to revise their strategy, and to invest time and attention to promote the CDF directly to the Smorgon city officials.

The next step for the Smorgon CDF will be to establish governing bodies through an open, fair and transparent procedure that will allow full community representation. Following this critically important first step, the first fundraising campaign will be launched and the first grant competition (call for proposals) is expected to be announced in March-April 2004.

***Creation of Community Development Foundations (CDF) Continues Steady Pace.***

A basic step for successful initiatives within communities, is the Participatory Community Appraisal (PCA). Community facilitators/innovators, in collaboration with all sectors of the community, mobilize a wide range of community stakeholders to identify and implement solutions to their own self-identified needs. Use of this powerful instrument, the PCA, is a first step to community mobilization, a civil society organization's sustainability, and its recognition by the community.

On July 21-25, 2003 Dina Mukhamadieva and Babur Turdiev, Counterpart Consortium's staff members from Uzbekistan, worked for a week with CAP's enlarged trainer team. They introduced a training-of-trainers for CAP staff and helped CAP specialists to develop a CAP program-specific approach to Participatory Community Appraisal.

Through use of PCA, and with training and technical assistance from CAP, public clubs are able to collaborate with neighbourhoods to help citizens identify and solve critical problems. The PCA process also encourages civic activism of the common citizen, who will then continue the collaborative process to design and carry-out support for CAP-promoted structures such as the Community Development Foundations (and other potential new local structures like multi-purpose community centres, mutual credit union, and social enterprise and business service-centres), and to help identify clear and replicable solutions to local concerns.

Based on this approach, CAP then solicits proposals to support implementation of projects when local resources are limited. The following objectives can be also met by performing PCA:

- to increase the constituency for NGOs, public clubs, and upcoming community development foundations as acknowledged representatives of public opinion and effective partners with local communities in addressing self-defined community needs;
- to foster creation of community development foundation as effective non-governmental community problem-solving structure through better identification of community leaders to be considered as future CDF board members;
- to establish sustainable collaborative linkages between community leaders, local officials, and their neighbourhood(s) in social partnerships and social contracting.

Community roundtables and other public forums ensure community participation during all stages of PCA. PCA is complemented by other CAP program components. Capacity building training for NGO and public club members provides participants with the necessary skills to make them effective and credible resources/experts for civic activism and community based solutions. Tailored technical assistance is provided directly by CAP staff and consultants from around the world to enable NGOs, public club members and other community stakeholders to implement projects that contribute to local community development and foster public activism. Grant support to civil society organizations is to support implementation of jointly designed community projects and the development of sustainable social partnership and social contacting infrastructure.

The PCA theory and methodology was complemented by actual practice in Smorgon regional centre. Participants of training-of-trainers practised use of the PCA during two site-visits to Smorgon, one of the original three CAP-assisted public clubs. As a result of the "on-site practice" PCA, participant groups was able to include people from different social status from students to plant workers. Under guidance from the CAP local community trainer team, community citizens were able to identify several local problems and solutions. Comprising completely new citizen-participants, the PCA groups currently continue their work in Smorgon through the public club.

#### ***CAP Partner-Community Files for Registration of CDF.***

Mozyr is a town of approximately 100,000 in the Gomel region of Belarus. Community leaders from this city were competitively selected to participate in CAP's new "national level training program" to build capacity of nascent groups or initiatives, as a precursor to a "public club" competition for the selection of 10 new cities during 2004. Perhaps unique to the members of the Mozyr initiative group, was not only their quick assimilation of knowledge provided under the training program; but also the research and networking conducted by the community leaders with other existing CAP public clubs – especially those near to achieving registration of community development foundations. (The more experienced groups were readily able to mentor newer groups and initiatives through exchanges and mentoring.) The unexpected result came on the eve of the New Year (2005), when it was announced that the "Mozyr Initiative" had filed documents for registration of a foundation. In a sense, Mozyr's filing for registration of a foundation is a litmus test and indicator of success meeting one of the CAP program objectives – develop increased organizational capacity of civil society organizations.

## **II. Youth Leadership: Civic Literary and Local Development Initiatives**

### ***Youth Leaders Show Great Potential.***

Youth leaders demonstrated their pro-activity and ability not only to organize community events, but also to design and to implement community action projects aimed at solving priority issues. "My Vmeste", CAP-assisted public club in Smorgon, has been gradually developing its youth component. The group of young individuals was identified and empowered by CAP educational course "School of Young Leaders" and other training. Provided with necessary knowledge and skills, they designed a series of community

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actions aimed at drug addiction prevention and began implementing a community action project called, "Youth to Youth".

On 17 October 2003, a tournament of "intellectual games" was introduced to the community as a means to prevent alcohol, drug and tobacco abuse among youth. This event was organized in cooperation with Smorgon NGO *Public Association of Parents Having Many Children* and with the local city administration. An information campaign and an opinion poll preceded the event. A series of meetings with all the "intellectual teams", school administration, and state officials from the Department on Youth Issues were held to raise people's awareness and to obtain support for the tournament. Information leaflets and invitations to the tournament were published and distributed in schools. All the tournament's participants were questioned to assess their interest in creation of a "Club of Intellectuals Teams".

Not only youth, but also adults: school teachers, pedagogues, members of the NGO "Association of Handicapped People", and workers of the local plant, were involved in the tournament. Community leaders and local authorities have discussed upcoming steps for creation of a new registered CSO: "Club of Intellectuals Teams" during a follow-up roundtable.

#### ***Youth Leadership Internships Expand***

During the month of December 2003, twenty-seven internships were conducted in five cities. The 27 youth interns were placed in 10 well-developed CSOs (including 5 public clubs). The internships are but one attempt to develop a cadre of professional young community leaders grounded in 3<sup>rd</sup> sector activism. Specifically during this quarter, 40 young people from CAP program public clubs throughout Belarus participated in an intensive "leadership school" aimed to develop skills in public debate and effective communication, issues research, public relations, legal forms of civic activism and community mobilization. In order to promote broader community support of local development initiatives, youth leaders were instructed in project design, strategy and implementation. As a result of the internships, youth were able to draft community initiatives to be implemented in partnership with an experienced CSO. These community initiatives were presented to CAP in January 2004, as proposals in a grant competition. Six of them were individually funded (on the average \$ 400 each).

#### ***CAP-educated Young Leaders Mobilize Community in Rechitsa***

Participants of Young Leadership and Facilitation training courses created a Youth Consultation Board and successfully performed its first joint youth action in Rechitsa. Natalia Dmitrieva, one of the young leaders, headed a recently created and registered NGO in the town.

"KROK," a CAP-assisted public club in Rechitsa, has been gradually developing its youth component. A group of young leaders were identified in the process of Young Leadership and Facilitation training courses. Provided with necessary knowledge and skills, they conducted their first "breakthrough" community action on HIV/AIDS and drug addiction prevention. This action gained CAP's support, and complemented well a community action project called "Conduct Healthy Life!"

CAP provided young people with a full range of training and consultations, including effective communication, PR, cross-sectoral cooperation, legal forms of public participation in problem solving, team building, volunteerism, and NGO registration. Empowered by CAP, young leaders initiated creation of a Youth Consultation Board by conducting an all-town roundtable to identify and solve problems of youth. Due to their organizational and facilitation efforts, a range of both local NGOs and state authorities representatives joined the Board.

Natalia Dmitrieva's work resulted in *registration of a new youth NGO* in Rechitsa – a local affiliate of "ASDEMO." Coordinated by Youth Consultation Board and led by "ASDEMO," for the first time the large-scale youth action was carried out in the town, and it was a success. In the process of preparation and implementation of the action, "ASDEMO" gained experience in cooperation with other youth NGOs, with state authorities, and with business representatives. "ASDEMO" and other

young members of the Youth Consultation Board practiced joint planning, fundraising from different sources, joint project implementation, and evaluation.

The final concert in the downtown gathered about 5,000 people. Information leaflets on local youth organizations were distributed to the action participants. Trainees of the "Youth Leadership" course organized the concert and called youth to active participation in community life and to a healthy lifestyle. The concert and rally, Youth Day, was held in Rechitsa on June 29, 2003 and received positive responses from youth, local authorities, and the mass media. It also engaged the broader public to community activism and cooperation in the framework of the Youth Consultation Board.

***Increased HIV/AIDS/Drug Abuse Awareness Leads to Increased Social Activism Among Students***  
Minsk based Public Organization "Amrita" supported by CAP with grant funding, training and technical assistance is implementing the project "Youth against AIDS," with the primary goal of increasing awareness of young people in HIV/AIDS and drug abuse prevention.

Despite a delay of several months in project implementation caused by grant registration difficulties, the organization was able to achieve significant outcomes in a very short period of time. From March 24-April 4 "Amrita" organized and conducted a photo-art exhibition titled "The Doors," which aimed to reduce discrimination towards HIV positive people, to increase awareness of HIV/AIDS and of personal responsibility for individual health, and to promote civic activism rooted in human values. The exhibition is based on the true story of a young woman and tells about the life circumstances, burdens, feelings, mindset and emotions of an HIV positive individual and the people around her. The exhibition was visited by more than 1,100 people including university and college students, high-school students, teachers, government representatives and others, around 100 people per day.

This type of exhibition is not new for Minsk. Last year a similar exhibit was organized by several government agencies and NGOs, and took place in one of Minsk's museums; but at that time the average attendance was 30-40 people per day. By contrast, this independently conceived and organized exhibition by Public Association "Amrita" demonstrates a successful application of its best public outreach techniques and knowledge together with specific objectives which attracted visitors and media coverage. National TV company LAD produced and broadcast a 25 minute program about this exhibition and a 25 minute interview with "Amrita" leaders. In addition, another national TV channel STV also produced and broadcast a 15 minute program.

Prior to the exhibition, Public Association "Amrita" started a series of workshops for students of the Minsk Institute of Physical Culture. The workshops, attended by more than 100 students, were not only aimed at increasing awareness of HIV/AIDS and drug abuse, but also at attracting volunteers for peer-to-peer education campaigns in Minsk, Svetlogorsk, Pinsk and Soligorsk. Thirty young people were interested in becoming peer-volunteers, an indication of program success in a university whose students are not known for being socially active.

### **III. Women's Empowerment**

#### ***Changing Attitudes and Community Initiative.***

Irina Malyarevich, national board member and accountant for the Belarusian *Young Men's Christian Association (YMCA)*, has started her trainer activity this year. After she obtained initial skills on 'local training and facilitation' under the CAP program, she acted locally to conduct her first training session on *Youth Leadership* for YMCA beneficiaries in February 2004.

In April 2004, Irina Malyarevich conducted trainings on *Dialogue of Diversity, Conflict Resolution and Effective Communication* for 48 students from the local high school and the local technical college. She also conducted training for the staff of the *Contemporary Humanitarian Institute* in her native city of Bobruisk.

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Thanks to CAP Women's Empowerment course, Irina Malyarevich mastered new training topics and refined her trainer's skills. According to her, she prefers *Dialogue of Diversity* to all other topics because it helps participants to change attitudes by raising their self-esteem, and to become inspired to redefine and reach objectives in their life.

Together with other participants of the *Women's Empowerment course*, Irina participated in the study tour to Kaunas, Lithuania, on July 12—17, 2004. The goal of the study tour was to exchange experience in women's education and social entrepreneurship development with non-governmental organizations in the Kaunas region. Irina was introduced to various methods and models of women's business that would be useful for her NGO.

Trained by CAP in project design and strategic planning, Irina Malyarevich and her NGO's members are developing an extra-curricular education program for local students and their parents, which will include training in effective communication, raising self-esteem and personal empowerment. She is also preparing to conduct an initial training for young peer-educators on 12 September 2004, under YMCA's new CAP grant project on *Healthy Lifestyles*. Irina hopes knowledge, skills, and experience gained from the CAP-organized Training-of-Trainers (TOT) and Lithuania study tour; as well as the practice in conducting training sessions and project design, will increase her NGO's capacity to involve ordinary citizens in public life.

#### ***Women's Empowerment in Mogilev***

Women from Mogilev, who participated in a training course on gender issues sponsored by CAP, designed and implemented the project "*New Opportunities*" designed to benefit elderly women. The project included training in computer literacy, self-employment and entrepreneurship. The women from Mogilev also conducted training for local librarians to build their skills in providing peer-to-peer education on gender issues. This innovative project succeeded in obtaining additional financial support from Dutch-MATRA.

Another aspect of this group's activities included assistance to young women in the local labor force. The Mogilev group worked in partnership with young women to develop and implement an assessment focused on job placement in the local labor market, distributing and collecting over 500 questionnaires. The results will be analyzed and used to develop a project specifically designed to address employment opportunities for young women in Mogilev.

#### **IV. Information Provision: Engaging Ordinary Citizens**

##### ***Talk-Shows: New Capacity for Local Communities***

The high popularity of talk shows continues in the CAP public club communities. Talk shows are becoming institutionalized in communities through local independent TV stations as a tool to introduce public debate in the communities. This quarter, after receiving technical training in October-December 2003, 24 talk shows were produced independently by TV stations. Communities begin to join together and identify local experts to conduct more effective and educational talk shows.

For example, Baranovichi and Svetlogorsk stations use Svetlogorsk experts on substance abuse to conduct shows in Baranovichi. Similarly, TV stations in the four communities of Reichitsa, Zhodino, Zhlobin, and Borisov, jointly produced a talk show on the development of Internet in rural areas. (This specific program touched on a sensitive issue – inaccessibility in rural areas of unbiased information available on the Internet, how this impacts education in rural areas, and how this lack of access creates an imbalance between the development in Minsk and regional areas). Also, representatives of more "closed" governmental bodies are beginning to participate in talk shows. In Kobrin, a Military Commissariat was sent from the regional-center in Brest to participate in a show on compulsory military service.

***Launch of Independent Radio Production in Smorgon***

Participation in talk-show ("Point of View") production pushed the Smorgon radio station to continue broadcasting socio-economic call-in programs even beyond the framework of the project. In April-May 2003, the local Smorgon radio station Smorgonskoe Radio initiated and produced the following programs:

- "How to keep our city clean" - April 8
- "Consumer rights" - April 10
- "Sustainability of modern families" - April 15,
- "Ecology in Smorgon"- April 22
- "Healthcare system in Smorgon"- May 22
- "Labor protection, rights of employees"- May 29.

Live radio programs in Smorgon were initiated to create a follow-up for TV talk-show programs produced by the local private station *Oks-TV*. The radio station is state-owned. However, the difference in property structures of the stations did not hinder effective cooperation between the two. The personal relationship between the director of the TV-station and the chief editor of the radio station was a key factor for a productive partnership. In Smorgon, people take each other more on a personal level, rather than treat their counterparts as merely business partners. For this reason, people are motivated to do something for the benefit of the city instead of being motivated only by profit.

These last six programs were produced by the local radio without additional support from the IDPF. The station initiated programs by itself and ran production independently. According to Alla Shitikova, chief editor of the station, the format appeared to be highly appreciated by the public. "We were a bit afraid of these programs, because it was our first attempt to broadcast live. I myself did not know what to expect from people who would make calls into live air. However, the format appeared to be so interesting for both the audience and participating experts that we plan to preserve the show in our programming," Ms. Shitikova said.

According to Ms. Shitikova, the show's effectiveness became evident after a program on consumer rights. Ms. Zavedeeva, a representative of an NGO that specializes in defending consumer rights, participated in the program. A man called in and said that recently he bought a low quality product. However, the shop refuses to take the product back and to return the money. During the program, Ms. Zavedeeva appointed a meeting with this man in order to go to the shop together. After they visited the shop, the man received his money back. This story received a widespread publicity in the city, and there are already cases, in which a mere threat to call Ms. Zavedeeva has made shop assistants change their attitude immediately.

***Independent TV talk-show production in Zhodino***

Zhodino TV station became very much interested in airing talk-shows on social and economic issues of the city with participation of both NGO-representatives and local officials. In May 2003 the station initiated, produced independently, and broadcasted the following shows:

- "Knights Club *Zolak* – a New Youth NGO" - May 7
- "Culture and Recreation in Zhodino" - May 14
- "Higher education: How Zhodinians Can Go to college" - May 21
- "Sustainability of Modern Families" - May 28

These activities permitted the Zhodino TV station to become the first example of how talk-show programs can be launched on the base of a private TV-cable operator. The talk-show became the first program of the newly formed Zhodino TV company. Moreover, the show itself initiated the process of creating the TV company. Seven months after the first show was made under the current project, the

station started independent production of its programs. Additionally, the station started production of a news-program and special reports.

It is worth noting that community-oriented talk-show predetermined all further programs of the Zhodino TV company. The talk-show helped to establish strong ties between local journalists and NGO members. This relationship became a starting point for other TV projects.

#### V. Community Initiatives

##### ***Street Lighting — Local Self-Governance Group “Electrifies” the Neighborhood in Baranovichy***

On September 30, 2003, the Baranovichy ispolkom (local administration) made a decision to register the new Committee of Territorial Public Self-Governance “*Nadezhda (Hope)*,” the first such group in more than 10-years in Baranovichy. The chairman of Baranovichy Ecological Union (former CAP grantee and member of a CAP Public Club initiative group), Anatoly Bankevich, lead the initiative of a community-neighborhood on priority-issues identification. A priority issue was the lack of lighting in the courtyards. Citizens involved in that process searched for the most appropriate legal form to organize the process to solve the problem. Based on CAP training and consultations, they decided to create a “Committee of Territorial Public Self-Governance” (KTOS) in one of the Baranovichy microdistricts. The KTOS model is an appropriate mechanism for involving people in the process of improving life in their community and increasing public participation.

Despite the lack of specific legal provisions, the initiative group in close cooperation with the local Council of Deputies and Ispolkom, and with solid consultations from CAP’s Legal advisor, went through the process of creating the community self-governing body. Forty-five delegates out of over 1000 inhabitants were elected for the constituent assembly. With financial resources donated by dwellers of housing cooperatives and a World Bank grant, KTOS contracted a company to install street lighting. Completion of the lighting project is expected in January 2004. The KTOS “Nadezhda” example has encouraged community leaders throughout Belarus and motivated them to duplicate similar KTOS approaches to establish local self-governing bodies in their regions.

##### ***Borisov: For our children***

*Participatory Community Appraisal’s* were conducted in 3-phases, as the Public Club model was introduced in Borisov community. The Public Club’s initiative groups involved 54 community members in the process. As a result of the appraisal, 3 local community priority issues were identified:

- Limited number of places where young people can spend their free time
- Alcoholism, Drug Addiction
- Lack of beautification and improvement of the city

Three initiative groups of citizens were formed to discuss and formulate ideas on how to solve the identified concerns. Each group developed a working plan to promote the priority issues among the broader community.

During the analysis of these issues, the Public Club’s initiative groups decided to conduct a public event “*For our children*” aimed to clean-up and beautify children’s playgrounds in the community.

In cooperation with local newspaper, the “*Borisov Courier,*” the public club initiative groups informed members of the local community about planning the event.

On June 5, in “Pribory” (a district in Borisov city) the “For Our Children” public event was held. More than 200 members of the local community were involved in clean-up and beautification of the children’s playgrounds. People from surrounding houses joined this event with their own tools, paint, Counterpart International, Inc. USAID Cooperative Agreement # 121-A-00-03-00003-00

paint brushes, nails, etc. Children and parents, disabled people and people without disabilities were involved in this common cause.

As a result of this event all children's playgrounds in the district of "Pribory" were repaired and painted. The local newspaper "Borisov Courier" published an article about this event. More than 10,000 members of the local community were informed through the newspaper.

***Liozno: Improved Capacity, Partnership, and Public Image***

In order to adapt an effective *community development* Public Club model, the CAP Program works in various local communities throughout Belarus. One of these communities is *Liozno*, a rural community with a total population of less than 7,000 residents located in the Vitebsk region.

Far from central cities and communication flows, Liozno's few existing CSOs have low capacity and lack resources, in an underdeveloped north-eastern part of Belarus near the Russian border.

In September 2003 such a local CSO, "Liozno Branch of Belarussian Association of Disabled People" came to CAP with an initiative to promote the CAP facilitated Public Club model in the local community.

However, at the beginning of cooperation with CAP, this social-issue focused CSO was strongly oriented at provision of humanitarian and social aid to its members only. The group required much training and technical assistance, to develop their capacity to effectively manage the CAP financed project, to obtain community support in promotion of the Public Club model, and to build strategic relationships within the community.

From the very beginning Liozno group demonstrated high motivation and interest to participate in multifaceted CAP training and technical assistance events. The CAP team conducted a series of in-house trainings for the broad range of Liozno community stakeholders: "NGO basics", "Project management", "Roles and Functions of Local Community Leaders", "Effective Communication", "Public Relations". Also, key stakeholders of the newly created Public Club initiative group enrolled in CAP's educational courses on "Social Entrepreneurship" and the "Managers' School".

To better understand the Public Club concept and practice, the group in Liozno conducted an experience exchange study tour to a neighboring Public Club community in *Baran* (Vitebsk region).

As a result of CAP trainings received, the Liozno group demonstrated increased managerial and outreach capacity. New forms, methods and approaches in management and work were adapted into the CSO's (Liozno Branch of Belarussian Association of Disabled People) and the Public Club's practice.

Based on the CAP program support, a new CSO information newsletter "Slovo I Delo" started publishing and distribution in Liozno, to better inform local residents about Public Club community development initiatives (6 issues have already been published). At the same time, the Liozno group established and developed strategic relationships with local media. At the NGO's initiative, informal "tea/ coffee" meetings were conducted with chief editors of local state newspaper "Stiag Peramogy" and radio. This helped to not only discuss possibilities of cooperation with media; but also to obtain local media support for the CSO's public relations.

The Liozno CSO had five articles appear in the local newspaper "Stiag Peramogy" (with circulation of 2360 issues), and one interview on local radio (potential audience is 9000). Local journalists continue to providing the Public Club group with consultative assistance and support. The Chief Editor of the local radio station made an agreement with the CSO to provide it with free monthly air time for information briefs, announcements, and interviews regarding the Public Club/ CSO's activity.

Due to fact that the Liozno Public Club initiative group works openly and focuses on community identified priorities, ordinary citizens and local organizations become more informed and more involved in Public Club facilitated initiatives. At the same time, the CSO's increased public/social sphere has helped to improve the CSOs' public image.

Thus, *Tatiana Emelina* – manager of CAP financed project and leader of CSO “*Liozno Branch of Belarussian Association of Disabled People*” was invited by the local administration to serve as an expert on the Executive Committee’s (Ispolkom) Coordination Council on Issues Related to the Disabled. She was also invited to participate in expanded sessions & working meetings of the *Executive Committee and Council of Deputies.* Tatiana thinks that this inclusion and recognized expert-status will allow her to promote the idea of cross-sector cooperation and partnership in addressing community identified priorities.

***Machulishchi: Combating Addictions and Promoting Community Development.***

Machulishchi is a small town near Minsk with population of near 8,000 people. Lack of opportunities to become involved in a limited number of community activities has led to increased legal offenses, and an increase in different kinds of addiction among teenagers. Young people have become accustomed to spending their free time loitering on streets, or in neighboring Minsk.

With CAP financial and technical support, Machulishchi Public Club community, led by the NGO “*Podsnezhnik*”, has dramatically evolved to a well-developed civil society structure that comprises 23 partner organizations, successfully pools local resources, and strengthens cross-sector partnership. The Public Club model has helped them to integrate citizens, business and state entities into community life through enhanced public participation in identifying and solving key social issues.

“*Podsnezhnik*” (*Snowflower*), local Charitable Public Association, has committed itself to prevent drug-addiction and HIV/AIDS among youth, and decided to gain community support for its objective through establishing the Public Club “*Vision*” in September 2003. Led by “*Podsnezhnik*”, the Public Club project aimed to join community efforts in Machulishchi to address key community issues; and to encourage community members to be more civically active.

“*Podsnezhnik*”, with CAP financial and technical support, has been providing a steady stream of support within the community. The Public Club initiative group mastered technique of participatory community appraisal, public involvement, and partnership building. It has built strong relationships with local government, business, NGOs and public initiatives, and community members by conducting a series of public events, community meetings and civic actions. When the Public Club initiators beautified a local park, youth and other community members became inspired to follow the good example. After a couple of flowerbeds and Alpine corners were beautified, other people started to renovate and maintain space around their houses and to keep neighborhoods clean without external financial support.

The Public Club seeks to explore and expand on other community experience in local cooperation and citizen participation, and has visited public clubs in Smorgon and Baran. The group has presented their work at several seminars and conferences, and has hosted an NGO leader from Soligorsk who visited in August 2004 to learn about Machulishchi's experience in community involvement.

As a result of the CAP program's training on fundraising, strategic planning and project development, the NGO raised funds from a Swedish donor for a summer training-camp in Ukraine for youth-at-risk that was organized jointly with Belarusian and Ukrainian partner NGOs. About 70 teenagers and adults, summer camp participants, shared their experience in handicrafts, teenagers' sub-culture, and an organized anti-addiction street performance with full support of the local administration in August 2004. This new experience in coordination of the summer camp, together with international partner NGOs, has lead the public club initiative group to explore continued joint future activity.

Similarly, after receiving training on coordinating PR-campaigns, creating an NGO periodical, and working with mass-media, the Public Club successfully maintains contacts with journalists and widely distributes its own information. It publishes a newsletter "Our Vision" on a bi-monthly basis, and is preparing its second news-briefing for national level and local press.

Currently, the members of the NGO "Podsznezhnik" and the Public Club "Vision" have designed a new local initiative: "Pink Elephant", aimed at social adaptation of children-at-risk by means of social instruction and fine-arts. It comprises joint activities of children and teenagers: painting, psychodrama, and performances, as well as seminars on crime and substance-abuse prevention provided by the state Youth inspection Authority.

#### **"Public Club Zapad-District"**

The Public Club in Zapad conducted a petition (January 2004) to stop construction in a "green-zone" of Zapad district in Minsk. Public Club Zapad gathered over 700 signatures and presented a petition to the local government. This together with coverage in the local media, led to a local government decision to stop planned construction.

In February 2004, a second signature campaign was started to prompt the local government to beautify and restore the green-zone. The green-zone currently is not maintained and has the appearance of a trash dump. Over 1050 signatures were collected and a petition was delivered to the local government. To date, no decision has been rendered. However, during this period one public-club stakeholder (NGO POST) submitted a proposal to the World Bank for funding to beautify the green-zone and was awarded an \$8,000 grant. Currently the NGO POST is in the process of registering the grant with the State Department of Humanitarian Assistance.

Public Club Zapad engages district inhabitants in local decision-making through the sustainable-development concept of self-organizing and civic-participation. The Public Club has sought not only to identify civically active citizens, but also to focus on capacity of existing local structures (other Public Club partners/stakeholder CSOs and local authorities) and their ability to promote initiatives that target identified issue areas (these mostly target youth, elderly and the disabled).

More than 20 project-stakeholders, including partner NGOs, state institutions, public authorities, journalists, and local citizens, have been brought together at "Public Club presentations", which introduce the concept of the public club to authorities and the community. The public club issues a regular newsletter, "Zapad XXI," that draws district inhabitants' attention to key local issues. Information brochures and leaflets have also been disseminated to involve people in a *Participatory Community Appraisal*, and a series of TV, radio and press releases were issued.

One recent community initiative involved more than 600 people in a "Winter Send-off" celebration held on February 28, 2004 that took place at the stadium of Secondary School # 176 in Minsk, pictured at left.

Coordination efforts initially were hampered by reluctant local officials who feared exuberant crowds and potential reprimands from higher-level superiors. *This was the first large-scale event in the Zapad - District (approximately 60,000 population) that was initiated by the CAP Public Club CSOs with full support of the local authorities, schools, and a local military-unit. This initiative is but one example of effective local partnerships seeking to engage ordinary-citizens in local initiatives.*

Students from Secondary School #176 presented the entertainment program, and students from the University of Culture staged a theatrical performance. The Frunzenski District Administration of Zapad provided a stage pavilion, audio equipment and soundtracks, and even the local military-unit participated by providing a mobile-kitchen where soldiers served pancakes and hot tea to local residents.

#### **Forum of Social Initiatives in Mogilev**

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As a result of several trainings and consultations, Mogilev Public Club and one of its most active members: the NGO Doctors' Union, decided to raise public awareness and support for their activities by conducting a Forum of Social Initiatives on March 17.

The Forum received support from numerous NGOs and local authorities, including the Department of Labor and Social Protection, the Department of Culture, and the Department of Ideology of Mogilev Ispolkom (Executive Committee). Representatives of 28 Mogilev NGOs, 15 state organizations, and a number of journalists from local and national media participated in the event. The Forum included:

- exhibition of local NGOs and their respective projects; and
- a panel discussion on key issues concerning NGOs' including their activities successes and challenges in cooperating with state institutions.

The Forum proved to be useful for all the participants and visitors in that it marked a beginning for social dialogue related to the provision of social services across sectors. Conference participants and visitors agree that this type of cross-sector collaboration was a more effective means of improving community life than individual projects implemented without coordination.

## VI. Advocacy and Legal Awareness

### *CAP-funded NGO Increases People's Capacity to Advocate Their Rights*

At least 123 people visited the *Bureau of Social Information* run by *Smorgon Public Association of Parents Having Many Children* (with CAP funding) to receive information and consultation.

Currently there is no unified system of information and legal support to the population of Belarus: access to legal information is limited, legislation on social issues is unsystematic and proscriptive, and a lot of organizations working in the social sphere are unknown and not accessible to those in need. But with CAP's help, the *Smorgon Public Association of the Parents Having Many Children* (in partnership with the *Association of Social Workers*) is filling this gap.

The project aims to increase the capacity of local community members to defend their rights in everyday life, by providing them with appropriate legal and social information and consultations. With this in mind, the project members established the *Bureau of Social Information (BSI)* that provides modern social services to the community. By establishing *BSI*, Smorgon joined a network that renders IT and other technical support to *BSI* operators throughout the country to collect information on social issues and to provide current information and consultations to clients.

Maria, one of the community members, was illegally put into the oblast psychiatric clinic upon her husband's request. A local lawyer, *BSI* staff and other NGO members took pro-active steps to protect her rights. After receiving appropriate information from *BSI*, she became aware of her rights regarding her situation and ways in which she could protect them. Her attempts to apply to the local state body, to the chief of the psychiatric clinic, and to the public prosecutor failed. As Maria protested her classification as incompetent, the clinic appealed to a court. With the help of *BSI* staff, Maria provided a judge with the necessary documents and asked for public support. A local lawyer, the NGO's leader and about a dozen of its members, and a number of colleagues came to the court as witnesses on Maria's behalf. The court found the measures that had been taken against Maria to be illegal and released her.

The majority of *BSI* clients are unemployed, disabled parents with many children who have no experience in protecting their rights and they badly need external assistance in difficult cases. In particular, as a result of the project's work, three clients were released from land tax payments and five unemployed people were registered with the local Center for Labor and Social Welfare. This state-owned center is quite reluctant to register the unemployed, preferring not to increase the official

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number of unemployed. Despite this, due to assistance from *BSI*, a pregnant woman and a young man managed to be registered and gained access to social protection funds from the state.

***CAP Para-Legal Support Leads to Success***

Nearly 200 people have visited the *Bureau of Social Information* operated by *The Smorgon Public Association of Parents Having Many Children* NGO (created and supported with CAP funding support and technical assistance) to receive information and consultation. Continuing to advocate the rights of community members, the *Bureau of Social Information* enhanced their efforts by working closely with a local radio-journalist. Katerina, a member of the association, a single mother bringing up four kids, was receiving only half of her entitled state welfare subsidy during the last 10 months. To advocate her right to obtain/receive the full subsidy, the Association sent written requests to two state structures, but the requests were ignored.

To attract public attention to the case and to stimulate the responsiveness of the town administration, the NGO and a journalist from the local radio organized a live talk-show on "*Single Mothers and Families With Many Children*", with Katerina's participation. During the talk-show an operator from *The Bureau of Social Information* provided legal background and the journalist made a phone call to the Director of the Smorgon Department of Labor and Social Welfare. It is estimated that 30,000 people heard the director's promise to solve the issue. As a result, Katerina now receives the full-entitled subsidy.

**VII. Effective Local "PR"**

***Effective PR Helps to Gain Support and Pool Resources***

Katherine Sysun, PR-manager of "*Belarusian Association of Social Workers*", is responsible not only for public relations; but also for providing and processing social information, student internships, and technical issues. After 21/2-years at the association, she began to participate in CAP trainings on public relations for NGOs.

Through knowledge and skills received from CAP training events, she managed to save \$5,000 for the NGO. That is the cost of developing and posting onto metro-trains 100 leaflets during a half-year period, that has resulted in about 25 requests for social information per day. The saved funds also allowed for the development of a network of "Bureaus of Social Information". Two new bureaus were established in Braslav and Pinsk. Currently Katherine is designing a new web-site for the agency.

The 24 participants of CAP NGO-PR Training Course (July 9-11) represent a competitively selected group of community leaders and PR persons from various NGOs throughout Belarus. The participants are eager to establish and maintain effective information exchange with their communities. The trainees were introduced to not only theoretical knowledge of "PR-campaign Planning and Implementation"; but also to practical skills that are necessary for developing NGO information strategy. The trainees' "homework" assignment was to draft a plan of their NGO-related PR-activity and to document their own success stories.

The training prompted the participants to boost PR-activity. According to Irina Naryzhnaya, Board Director of "*Vitebsk Association of Assistance to Handicapped Children and Youth*", as a result of the training they appointed a new PR person, started to organize photo-clippings of their NGO activities, developed the association's web-site, and drafted a PR strategy and work-plan to support future activity. Other trainees reported that they had developed business cards and brochures, web-sites, drafted regular information briefs, and established closer relationships with local mass media.

As a result of participation in the July PR Training Course, Vitebsk NGO "*Center of Social Business*" successfully coordinated a roundtable presentation of its activities to *Bogushevsk* community Counterpart International, Inc. USAID Cooperative Agreement # 121-A-00-03-00003-00

authorities and leaders (including teachers and local entrepreneurs). The NGO spearheads the creation of a joint community development project to establish a youth center (internet facility and youth free-time activity), and explore support to promote and establish rural tourism. The local authorities in *Bogushevsk* have agreed to provide space for the center.

### **VIII. Localization - School of Trainers and Community Coordinators**

#### ***New Team of Local-Level Community-Trainers***

In August 2004, seven new trainers who recently joined the CAP trainer team passed a three-day “*Active Training Technologies*” (a CAP TOT -- Training-of-Trainers) session in Vitebsk.

The need to involve more people from local communities in training activity comes from the CAP 2003-2006 work-plan that envisions creating 10 new public clubs per year. As the number of local communities involved in the CAP program continued to increase, a first group of local leaders/trainers was formed on a competitive basis in June 2003. The potential new team of local level “trainers” originated from 19 applicants. The selection process involved filling out a questionnaire, submitting a CV and letters of reference to CAP, writing an essay “How I can improve my community”, an interview, and making a short presentation on why and how the applicant would work for their community. Eleven of 19 applicants successfully passed the competition and demonstrated the capacity to involve citizens in local initiatives and increase the capacity of local civil society organizations. The selected candidates from Baran, Smorgon, Kobrin, Rechitsa received additional knowledge and skills to better meet the needs of CAP-targeted local communities. (Two of the new trainers also participated in CAP’s “*Youth Leadership School*”.)

In July-August 2004, the seven new local community trainers proved their skills by conducting 11 trainings on “*Project Proposal Development*”, “*Teambuilding for Local Youth Initiative Groups*”, “*NGO Basics*”, and “*Public Club Basics*” in response to increasing request from the communities of Baran, Smorgon, Vitebsk, Minsk, Mogilev, Grodno, Gomel, and Baranovichi.

Oleg Lobeiko and Alexei Borkovski, new local trainers from Smorgon, provided trainings on “*Project Proposal Development*” for Smorgon local community members. This resulted in five proposals submitted for CAP Community-Initiatives Action Grants competition. This was the single largest number of applications submitted from one small town.

Additionally, three of the seven new local community trainers further proved their expertise by conducting sessions on Youth-Leadership during the CAP-sponsored Summer Training Camp for Young Leaders “*Person. Community. State*”, held in August 23-26, 2003.

A final TOT session in Vitebsk provided new trainers from Baran, Smorgon, Kobrin, and Rechitsa additional skills and knowledge to better meet the needs of CAP-supported local communities. The new local level trainers independently developed and presented four new training modules: “*NGO Management*”, “*Community Appraisal*”, “*Development of Local NGO Periodicals*”, “*PR and Information Campaigns*”, and “*NGO Management*”. As a result, the seven new trainers were taught to conduct training sessions on the five new topics in local communities.

CAP’s Training-of-Trainer (TOT) sessions specifically focus on the professional development of new local trainers from CAP targeted communities. TOT courses represent the first stage of training for future practitioners and focus on CAP’s unique development approach and methodology. The TOT emphasizes participatory facilitation and communication skills, and technical capacity in assessment, analysis, prioritization and monitoring. The TOT initially focuses on training methodology, followed by skills training such as project design, management, and monitoring and evaluation. As local trainers’ skill level advances, they are increasingly utilized to conduct trainings for public clubs and civil society organizations on a variety of topics, including community appraisal / action planning, community Counterpart International, Inc. USAID Cooperative Agreement # 121-A-00-03-00003-00



mobilization, town meeting facilitation, social enterprise, local self-governance, community fund development, etc.

### **IX. Study Tours - New Information and Models Support Policy Change**

#### ***Models on Vocational Training and Unemployment Reduction Leads to Recommendations to the Government. Poland (March 2005)***

While in Poland, participants observed many examples of successful government-NGO cooperation in addressing social problems. Presentations made by mayors, local councilors, and ministerial staff on a variety of subjects, such as unemployment reduction, impressed everyone in the group. Upon their return, the participants submitted reports to the Ministry of Labor and Social Protection recommending the introduction of these practices in Belarus. The Minister did not reject this idea and requested that staff draft regulations on the issue.

In addition to this success, ACT staff proved to be professional and experienced in the issues related to NGO activities. The Ministry invited ACT to assist in developing documents related to regulating social contracting and partnership. The Ministry has also sent ACT a special letter of appreciation for the content and organization of the study tour.

## **ATTACHMENT C – Training Modules**

### **CREATION AND ACTIVITIES OF NON-PROFIT ORGANIZATIONS: LEGAL ISSUES**

#### **WHAT DO YOU GET?**

You get information on the basics of legal regulations that you have to follow while registering and conducting the activities of non-profit organizations.

By the end of the training you will be able to define and select the most adequate legal and organizational form of a non-profit for your initiative group. You will develop key articles of your future organizational statute. As a result of the training you will learn to take managerial decisions in accordance with the laws of the Republic of Belarus.

#### **TOPICS COVERED**

- Forms of Legalizing Public Initiative Groups
- Non-Profit Organizations: Concepts and Forms
- Procedure of Creation and Registration of Non-Profits
- Goal, Subject, Objectives, and Methods of Non-Profits' Activities
- Registration of Non-Profits' Corporate Identity (Symbols)
- Specifics of Taxation of Non-Profits
- Social Entrepreneurship of Non-Profits
- Labor Contracting in Non-Profits, Volunteerism Issues
- Record Keeping and Paper Work in Non-Profits
- Control and Supervision Over Non-Profits' Activities

#### **WHO SHOULD ATTEND?**

Training is focused primarily on representatives of initiative groups willing to start up a non-profit organization, as well as on leaders and chief accountants of existing non-profits.

Duration - 2 days.

### **GOOD GOVERNANCE IN NON-PROFIT ORGANIZATIONS**

#### **WHAT DO YOU GET?**

You get understanding and awareness of the differences between governing, executive, and supervisory bodies in the organization; you will learn functions and principles of governance and management as key factors of the organization's effectiveness. In the course of the training you will get information on the world experience of good governance practices.

By the end of the training you will be able to take an informed decision on whether your organization needs to practice the division of powers and, if yes, to develop critical internal regulations necessary to make the system of checks and balances an everyday policy of your non-profit.

### TOPICS COVERED

- Differences Between Governing and Executive Bodies of the Organization
- Key Responsibilities and Functions of the Governing Body
- Functions of the Executive Director
- Legal Regulations for Governing Bodies and Executive Bodies
- Decision Making Process and System of Checks and Balances
- Supervisory Bodies and Their Contribution to the Effectiveness of the Organization
- Recruitment of Members of Governing Bodies
- Types and Specifics of Organizational Structures

### WHO SHOULD ATTEND?

Training is focused primarily on the members of Boards, leaders and members of organizations who are responsible for taking strategic decisions on how to improve organizational systems. Training will bring necessary knowledge and skills to members of Boards of Trustees, executive directors, and members of Supervisory Committees of non-profits.

Duration - 2 days.

### STRATEGIC PLANNING

#### WHAT DO YOU GET?

You get information on how to start up the process of looking for the fundamental answers about the causes and factors of successes and crises of your organization, how to take a strategic decision on where to focus most critical resources, how to keep the organization within its mission in the changing environment.

By the end of the training you will be able to assist your Governing Body in arranging a strategic planning process in the organization, as well as to make your own participation in developing organizational strategies more effectively.

### TOPICS COVERED

- Hierarchy and Logics of Plans and Objectives of the Organization
- Strategic Planning Process
- Mission and Vision of the Organization
- Methods of Analyzing External and Internal Factors Affecting the Organization
- Setting of Strategic Goals
- Strategic Alternatives: Assessment and Selection
- Definition of Strategic Priorities
- Writing a Strategic Plan
- Monitoring and Evaluation of a Strategic Plan

### WHO SHOULD ATTEND?

Training is focused primarily on those who are motivated to prepare their organizations for strategic planning and to personally participate in the intriguing process of making a strategic plan.

Duration - 2 days.

## **PARTICIPATORY COMMUNITY APPRAISAL (PCA)**

### **WHAT DO YOU GET?**

You get information necessary to conduct the process of involving citizens into identifying and prioritizing by themselves key issues of the local communities they live in, of forming initiative groups ready to plan how and later to solve the identified issues in cooperation with local authorities, business, and NGOs.

By the end of the training you will be able to use the technology of PCA and to perform needs assessment so that your efforts in improving the quality of life in local communities become more focused.

### **TOPICS COVERED**

- What is Participatory Community Appraisal (PCA) and What is Meant by Citizens' Participation
- Steps of Participatory Community Appraisal (PCA)
- Methods of Research in Participatory Community Appraisal
- Methods of Involving People into Working Groups for the Development and Further Implementation of Plans Aimed at Solving Key Issues
- Principles of Selecting Participants, Facilitators, and Methods of PCA
- How to Prioritize the Identified Needs
- How to Make Reports and How to Present Them to Public

### **WHO SHOULD ATTEND?**

Training is focused primarily on the leaders of local communities and representatives of local NGOs, state and other organizations who are eager to cooperate with each other in order to improve the quality of life in their communities.

Duration - 2 days.

## **PROJECT DESIGN AND PROPOSAL WRITING How to Get a Grant**

### **WHAT DO YOU GET?**

You get information on what the project is, what types of projects exist, what are typical requirements of donors to projects and proposals of NGOs applying for a grant. You will have an opportunity to discuss in the groups your own idea of the project and train your skills in filling out key parts of a grant proposal.

By the end of the training you will make a draft version of the grant proposal that will contain the description of your project in accordance with the logics and priorities of the donor.

### **TOPICS COVERED**

- Terminology Used by Applicants in Grant Proposals
- Typical Priorities and Requirements of Donors

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- Life Cycle of a Project
- Specifics of the Project Logical Framework and Its Written Version in the Grant Proposal
- Description of the Project Background, Idea, and the Problem the Project Addresses
- How to Make the Goal and the Objectives Statements
- How to Make the Activity Plan and the Budget; How to Put Them in the Form of the Proposal; How to Select Measurement Indicators
- Tips of Working with Donors While Writing a Proposal and Applying for a Grant

#### **WHO SHOULD ATTEND?**

Training is focused primarily on those representatives of organizations who are responsible for projects design and fundraising, and who are willing to broaden their experience in making grant proposals.

Duration - 1 day.

### **MANAGEMENT OF RESOURCES IN ORGANIZATION**

#### **WHAT DO YOU GET?**

You get knowledge on how to effectively develop and coordinate human and other resources to reach the goals and objectives of a project or the organization.

You will master effective tools of planning and control over the implementation of projects; you will structure and strengthen the knowledge you possess on the subject while doing case studies and fulfilling specific tasks.

#### **TOPICS COVERED**

- System Approach to the Development and Implementation of Projects in the Organization
- Life Cycle of the Project; Phases of the Project
- Developing the Project Concept; Different Types of Projects in Non-Profit Organizations
- Project Components
- Making Activities Schedule; Assessing Needs in Resources; Management of Activities Schedule
- Raising Necessary Funds for the Project and the Organization
- Managing the Team
- Managing Information Flow in the Project
- Managing Risks
- Criteria of the Effectiveness of the Organization

#### **WHO SHOULD ATTEND?**

Training is focused primarily on the managers of institutions and organizations who are responsible for the development and management of resources in the organization, as well as on the leaders who build necessary managing skills in themselves and in their colleagues.

Duration - 2 days.

## **MONITORING AND EVALUATION OF PROJECTS AND ORGANIZATIONS**

### **WHAT DO YOU GET?**

You get information on how to supervise activities in the projects and in the organization as a whole to ensure effective implementation of plans and ideas; you learn how to identify indicators that will verify the impacts of your activities and, if necessary, prompt you what to improve on your road to success.

By the end of the training you will master the technology of preparing and conducting monitoring and evaluation, you will develop a set of indicators and a plan of monitoring and evaluation including final report on the results of assessing the project or the organization.

### **TOPICS COVERED**

- Monitoring and Evaluation: What is Similar and What is Different
- Project, Logical Framework, and Hierarchy of Measurements
- Indicators and Their Characteristics
- Indicators of Monitoring and Indicators of Evaluation
- Sources and Ways of Collecting Information
- Development of Monitoring and Evaluation Plan
- Evaluation of Projects and Organizations: Nuts and Bolts of the Process
- Writing Final Report on Evaluation
- Specifics of Being an Expert in Monitoring and Evaluation

### **WHO SHOULD ATTEND?**

Training is focused primarily on those representatives of organizations who are directly responsible for the effectiveness of project and organizational activities. It is also valuable for those who develop projects and organizations, and write activity reports.

Duration - 2 days.

## **EFFECTIVE WORKSHOPS AND GROUP MEETINGS (skilled facilitation)**

### **WHAT DO YOU GET?**

You get awareness of what facilitation is; you get knowledge and skills to effectively plan, prepare, conduct, and evaluate a workshop or a meeting.

You will get the opportunity to discuss hard cases that occur in the process of preparing and conducting group meetings and the ways to successfully deal with such cases. You will learn how to plan the contents of a meeting, how to arrange the working space, how to make notes, how to get feedback. You will also verify in practice the effectiveness of facilitation tools for different types of group meetings.

### **TOPICS COVERED**

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- Types of Group Meetings
- Steps of Preparing and Conducting a Group Meeting
- What is "Facilitation"
- Roles and Functions of Facilitator
- Methods of Collecting and Structuring Information
- Methods of Taking Decisions
- Hard Cases and How to Deal with Them
- How to Arrange Working Space
- Skilled Work with Questions and Instructions
- Criteria of a Group Meeting Effectiveness

#### **WHO SHOULD ATTEND?**

Training is focused primarily on those representatives of organizations and local communities who plan to initiate, prepare, and conduct workshops and group meetings.

Duration - 2 days.

### **TEAM BUILDING**

#### **WHAT DO YOU GET?**

You get awareness of all the stages of building an effective working group, often called team. Active methods of training will help participants to learn theoretical and practical approaches to building and developing teams in the organization.

By the end of the training the participants will be able to identify the quality of working groups in their organizations, as well as to contribute to positive changes in these groups. Eventually such efforts will raise the effectiveness of the organization as a whole.

#### **TOPICS COVERED**

- What are the Differences between the Team and the Group
- How to Ensure Clarity of Team Goals
- How to Make Team Improvement Plan
- How to Make a Team with Clearly Defined Roles
- How to Build Clear Communication within the Team
- What Makes Team Behaviors Beneficial
- How the Team Makes Decisions Well Defined
- What Issues Should be Observed in the Process of Team Building

#### **WHO SHOULD ATTEND?**

Training is focused primarily on those representatives of organizations who are responsible for human resource development and who are willing to be more effective in practicing team work.

Duration - 2 days.

### **EFFECTIVE COMMUNICATION**

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### WHAT DO YOU GET?

You get clear idea of the effective communication model, you will learn how to effectively send information, how to persuade a person you are talking to, how to present you point of view with strong arguments.

By the end of the training you will master the techniques of active listening and dialogue, you will be able to plan your wording and behavior for the coming communication act; you will practice the basics of impressive and effective public presentation.

### TOPICS COVERED

- What is Communication and Key Elements of This Process
- Stages and Types of Communication
- Channels and Means of Communication
- Communication Barriers and How to Overcome Them
- Active Listening Techniques
- Public Presentation and How to Get Ready
- Arguments and Talks

### WHO SHOULD ATTEND?

Training is focused primarily on those leaders of organizations and local communities who are willing to develop or master skills of making themselves clear and persuasive at meetings, presentations, and talks.

Duration - 2 days.

## WORKING WITH VOLUNTEERS

### WHAT DO YOU GET?

You get information on how to recruit volunteers into organization, project or public event. You get knowledge and skills in how to make the activities of volunteers in your organization effective, how to motivate them, how to evaluate the impacts produced by volunteers.

By the end of the training you will make a draft program of recruitment and involvement of volunteers into the organizational activities.

### TOPICS COVERED

- How to Assess Needs of an Organization in Volunteers
- How to Recruit Volunteers
- How to Orient Volunteers
- What Makes Volunteers Work Effective
- What are the Criteria of Effectiveness of Volunteers Program
- How to Motivate Volunteers
- How to Register Volunteers
- How to Evaluate Volunteers and their Contribution

### WHO SHOULD ATTEND?

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Training is focused primarily on those representatives of organizations who are responsible for human resource development and who are eager to become more effective in managing volunteers.

Duration - 2 days.

## **HUMAN RESOURCE DEVELOPMENT**

### **WHAT DO YOU GET?**

You get information on how to recruit, train, and effectively use human resources in the organization. By the end of the training you will be able to identify the needs of your organization in human resources, to plan human resource development, to make job descriptions, to interview applicants, to develop rules, procedures, and policies of human resource management.

### **TOPICS COVERED**

- Goals of Human Resource Development. Approaches to Human Resource Management
- Planning and Managing Human Resources in the Organization
- Assessing Needs in Human Resources
- Recruiting Human Resources (sources, methods, selection)
- Orientation and Training of Human Resources
- Motivation: What's New
- Rules, Procedures, and Policies of Human Resource Management
- How to Evaluate People in the Organization

### **WHO SHOULD ATTEND?**

Training is focused primarily on organizational leaders who develop and implement strategies of human resource development.

Duration - 2 days.

## **PUBLIC RELATIONS**

### **WHAT DO YOU GET?**

You get information on how to build and promote positive image of your organization among your members, as well as among your stakeholders.

You will learn effective methods of building communications with the stakeholders; you will create a plan of building/promoting/improving your organizational image.

### **TOPICS COVERED**

- What is Public Relations (PR)
- Components of Organizational Image
- Goals and Principles of Public Relations
- Stages of Public Relations Campaign

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- Setting Goals of PR Campaign
- Defining and Analyzing Targets of PR Campaign
- Message and Slogan
- Tools of PR Campaign
- How to Plan PR Campaign
- How to Evaluate PR Campaign

#### **WHO SHOULD ATTEND?**

Training is focused primarily on people who are responsible in the organization for building and developing public relations, thus, improving organizational effectiveness.

Duration - 2 days.

### **MARKETING FOR NON-PROFIT ORGANIZATIONS**

#### **WHAT DO YOU GET?**

You get information on how commercial term "marketing" is related to non-profit organizations, how to make your organization more valuable to public, how to satisfy needs of your clients better than other organizations do it. By the end of the training you will be able to plan your activities and to provide your services based on marketing approach.

#### **TOPICS COVERED**

- What is Marketing
- Specifics of Marketing for Non-Profit Organizations
- How a Non-Profit Organization Segments its Target Groups
- What are the Methods of Needs Assessment by a Non-Profit Organization
- Non-Profit Organization and Marketing Mix
- Positioning of a Non-Profit Organization and its Unique Selling Proposition
- Marketing Communications of a Non-Profit Organization
- Marketing Plan of a Non-Profit Organization

#### **WHO SHOULD ATTEND?**

Training is focused primarily on those representatives of non-profit organizations who are concerned by correlating organizational activities and services with the needs of organizational clients.

Duration - 2 days.

### **BASICS OF SOCIAL ENTREPRENEURSHIP**

#### **WHAT DO YOU GET?**

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You get information on what social entrepreneurship is, what are the best practices and lessons learned in Belarus and abroad, what steps to take if you come to a decision to go in for social entrepreneurship. By the end of the training you will be able to present the concept of social entrepreneurship to your Board, to assess the readiness of your organization to social entrepreneurship, to help your Board take a decision on creating a social enterprise.

#### **TOPICS COVERED**

- What is Social Entrepreneurship
- Legal Regulations of Social Entrepreneurship
- Key Characteristics of Social Entrepreneurship
- Benefits and Risks of Social Entrepreneurship
- Cycle of Creation of a Social Enterprise
- Models of Social Enterprises
- Revenue Strategies of Social Entrepreneurship
- Key Factors of Success in Social Entrepreneurship
- How to Assess Readiness of the organization to Social Entrepreneurship

#### **WHO SHOULD ATTEND?**

Training is focused primarily on those representatives of non-profit organizations who look for opportunities to start up a social enterprise supporting the organizational mission.

Duration - 1 day.

## **ATTACHMENT D - Study Tours**

### **1. Study Tour to Local Activity Support Centers Poland**

**Purpose:** to raise awareness of Belarus community leaders and local officials on existing practices and lessons learned in development of local Community Centers.

**Participants:** sixteen people representing 7 communities, 6 of them representing local administrations.

**Polish Partner:** Association of Local Activities Support Centers (CAL)

The most important principle of CAL is to implement activities for a community neighborhood with the full engagement and cooperation of residents and local organizations, institutions and firms. This ensures that institutions affiliated with CAL authentically represent their citizenry and community.

Local Activity Centers (CALs) are intended to activate local communities and function through existing public institutions. They seek to build a sense of identity with a certain place and with/among groups of citizens in a community. They are not organizations or institutions. Rather, CALs represent a method of operation implemented by already existing and well-established non-governmental organizations, local government and institutions affiliated/linked to local government; for example, neighborhood clubs, local cooperatives, cultural centers, schools, welfare centers. What distinguishes the idea of CAL's from other similar types of groups or methods is the fact that their focus is not limited to specific social fields (e.g. ecology or culture), rather the CAL approach treats the community as one unit, and tries to respond to all needs articulated by the community. One of the most important advantages of CAL's is their mission to mobilize the inhabitants of certain communities for activities directed at meeting the needs of that community. The goal of the CAL "civic animators" is to find local leaders and volunteers to carry out the local projects.

Applying the CAL method means accepting and meeting the following conditions:

- having a real, physical location to provide stimulation and integration of the local community (usually the headquarters of the local cultural center serves this purpose);
- responding to all the recognized needs of the environment, which will establish the direction of all future activities for the CAL leaders,
- operating in a variety of fields, CAL's do not limit their activities to any one particular group (e.g. elderly or disabled persons) or sphere (e.g. ecology, social services or culture)
- promoting the idea of volunteerism and team work, activities "by the people, for the people"
- supporting local initiative groups by activating the local community and helping to develop projects, establishing self-help and neighborhood societies, monitoring local partnerships.

Schematically, the method may be represented in the following way: priority issues identification through citizens' survey → mapping of the resources → creating self-help groups → initiative implementation.

Institutions interested in adopting the CAL program are offered a two-year program of training and consultations. Graduates of the workshops make up the network of CAL institutions, and lead agencies receive a Certificate of Quality in the CAL work methods. Currently, 130 institutions are incorporating the CAL methodology throughout Poland.

Independent Researchers from the Institute of Applied Social Sciences, Warsaw University conducted the research and assessed the CAL programme. As a result the programme was included into a package of ideal programmes counteracting social helplessness, by the Foundation of Development of Local Democracy (FRDL) and Commissioner for Civil Rights Protection.

## **2. Study Tour Belarus/German Partnership to NGO Conference in Germany**

**Participants:** Representatives of NGOs/CAP partners including:

- Belarusian Children's Hospice;
- New Kastalia;
- ACT;
- Mogilev Women Center of Support and Self-Education;
- Circle of Friends;
- Belarusian Association of UNESCO Clubs;
- Gomel Association of Children and Young People – Rechitsa Branch;
- Regional Fund "Our Vezha;"
- Children not for Abuse; and
- Health for Children.

**Purpose:** to develop social projects that will be implemented in partnership with German and Belarusian NGOs

- to visit and exchange experience with German NGOs that operate in the field of social welfare;
- to identify appropriate partners for future projects; and
- to make contributions to the ideas discussed at the IBB partnership conference.

**Impacts:**

- Participants visited their current and potential German partners and exchanged information about NGOs and their activities;
- Participants took part in the German-Belarusian Partnership conference, with 400 other participants, and worked in groups in the Open Space format developing concepts for future projects; and
- Participating NGOs identified German partners for future projects.
- All participating NGOs developed drafts of partnership German-Belarusian social projects;
- Belarusian Association of Assistance to Handicapped Children and Young People-Osipovichi Branch made an agreement with their German partner according to which the German organization is going to buy a house for the Belarusian NGO in Osipovichi;
- Belarusian NGO "Snow flower" from Machulischi did not have any German partners before the Conference, but managed to build a partnership at the conference, and as a follow-up, their project got a financial support

## **3. Study Tour to Bulgarian Social Enterprises**

**Purpose:** to respond to the expressed need among social enterprise (SE) leaders and governmental officials to learn from the practical experience of their peers in Central Europe in an effort to develop knowledge and skills to further their individual social enterprise goals; as well as to foster the overall field of social enterprise in Belarus.

**Hosting party:** Counterpart International Bulgaria Community Fund and Social Enterprise Program (USAID funded program).

**Participants:** 13 persons including 3 representatives of state bodies, 1 journalist, 6 NGO's leaders, and 2 CAP staff members.

**Agenda included:**

- Presentation of Counterpart International program in Bulgaria
- Presentation of Bulgarian legislation by Bulgarian Center for Not-for-Profit law
- Presentation of four Bulgarian NGOs running social enterprises

- Visits to four Bulgarian SEs

## **ATTACHMENT E – Youth Leadership**

### **Youth Leadership School**

CAP designed a one-year training course for young community members aimed to build their leadership skills and to promote their participation in community life. The course consisted of a series of trainings, debates, internships in more developed CSOs, experience exchange with their peers in Poland, summer camp, and follow-up alumni meetings.

CAP/ACT conducted two such schools for 77 people from 37 towns. Participants were selected on a competitive basis from throughout the country. A majority of these young people had never before participated in such educational events. As a result of this education, trainees themselves initiated and organized over 1,000 events in their communities. The majority of actions and trainings, designed and implemented by the youth leaders, were conducted with locally mobilized resources raised by participants of the Youth Leadership School and local NGOs.

#### **1. Training course “Facilitation of Group Meetings”**

**Purpose:** Participants in the Youth Leadership School got knowledge and skills for effective facilitation of group meetings (round tables, meetings, presentations etc.)

**Results:** Using the knowledge and skills obtained at the training the participants conducted:

- 37 round tables in communities;
- 73 meetings of youth groups;
- 69 workshops for peers and NGO members.
- participants developed five manuals on events targeted to share knowledge on civic-competences with the local community members. The manuals topics included, “Communication”; “Defending of Own Point of View and Techniques of Active Listening”; “Ways of Group Decision Making”, “Leadership: Basic Theories, Styles of Leadership”; “Group and Stages of Group Development”; “Types of Groups and Motivation for Joining the Group”.
- As a result of the training the participants conducted:
  - Debates for Zhodino youth;
  - Training “Group and Stages of its Development”;
  - Training “Leadership and Group Decision Making”;
  - Seminar on basics of communication for young teachers;
  - article published in a newspaper of the Belarusian Agricultural Academy about the Summer Training Camp, and a training for student’s editorial board

*Example of a round table organized by one of the facilitators trained by CAP:*

Round Table "Cooperation and Development within Community" - Rcchitsa (Gomelsky)  
June 04, 2004

**Purpose:** To coordinate efforts of state, businesses and CSOs to better solve youth related issues in the community.

#### **Outcomes:**

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- Participants of the CAP Youth Leadership School brought together and facilitated a discussion among representatives of local CSOs, representatives of local authorities, local state youth related institutions, TV, radio and media, and local young leaders – a total of 32 people.
- A local Coordination committee was created to initiate and implement youth projects in the future. The Coordination committee continues to play a role as an organizer of youth groups.

## 2. Summer Camp “Persona. Community. State.” - August 23-26, 2004

**Participants:** 46 young people (26 girls, 20 boys) from 17 cities of Belarus; among them 17 represented 12 initiatives, 20 people represented 13 NGOs, and 9 non-associated citizens.

**Purpose:** Obtain knowledge on basis of interaction/communication between individuals, community and state to promote the process of the local community development.

**Outcomes:**

- discussed influence of gender stereotypes on local activities;
- the participants planned about 10 events (public debates, round table on youth issues identification, assessment for youth issue identification, publications in media, peer-to-peer education seminars), that targeted sharing knowledge and practicing skills in their communities.
- list of 40 young people selected for participation in the next phase of the Youth Leadership program.
- 13 events conducted by youth in their communities, 4 articles prepared for media and NGO newspapers.
- Round table on identification of youth problems. Polotsk, 10.09.2003. Site- local Palace of Culture. Organized by the course participant Victoria Sokolovskaya, participants – students of higher educational institutions and colleges of the city. The information about the round table was disseminated by means of a leaflet circulated at the educational institutions of the city.
- Round table and debates on “Problems of Youth Recreation Organization”. Smorgon, 07.09.2003. Organized by Alexey Burdastykh. Participants – young people of the city (14 people).
- 31.08.2003, Concert “First time to the First Class” for first year schoolchildren of the villages Strenki, Krupinovka, Kashara, Vichkov, Zbarov, Rogachiov district. Participants – parents and children, total amount 80 people. Organized by – Elena Yanukovich, Ekaterina Zhilinskaya, Alina Romantseva who independently found the sponsor of the event .
- Out of town trip with participation of Rogachiov NGOs and initiative-representatives to share the knowledge obtained by the Summer Training Camp participants.
- Action “Pure City” in Rogachiov . 14.09.2003. 10 participants. Organized by Elena Yanukovich Ekaterina Zhilinskaya, Alina Romantseva.
- Training “Influence of Drugs to the Brain”. Participants: 15-17-year old students of Novogrudok gymnasium #1, 12.09.2003 r. Organized by Yuliya Sobolevskaya.
- Organization of services on sideline (temporary) jobs for the boarding-school students. (50 jobs found) Organized by Victoria Zakharova.

- Training on sharing the knowledge from “Person. Community. State” for the schoolchildren of Rechitsa, 15.09.2003. Organized by Roman Mandrikin.
- Mini-seminar for volunteers of the *Association of Assistance to Disabled Children and Young Disabled* on the aspects of the Summer Training Camp, Ossipovich. 06.09.2003. Also preparation of the Day of Disabled Children Arts (end of September-beginning of October) Organized by Victoria Kasatkina.
- Action “Youth for Children”, Vitebsk 01.09.2003. Organized by Victoria Sholomova. 50 participants.
- Debates “Sex Equality – Myth or Reality”, Vitebsk, 12.09.2003.
- The Summer Training Camp participants prepared interviews for “Polotskij Vestnik” (19.09.2003), author Victoria Sokolovskaya; for CAP Novi Resource (Olga Sergeyeva, Smorgon ); Zolak (Andrew Makovetski, Kokhanovo village); for the magazine “Tretsi Sector” (Olga Sergeyeva, Smorgon).
- Organized informatics classes in one of Smorgon schools. (Alexander Sulzhytsky).
- Open tournament on table tennis. Pinsk, 14.09.2003. Organized by 4 Pinsk participants of Summer Training Camp. The action was covered in the local newspaper “Pinski Vestnik” (19.09.2003). The event was conducted in partnership with NGO “Mroya” and the Sports & Cultural enterprise “Kolizey”.
- Area study and historical excursion about Pinsk 14.09.2003. Organized by 4 Pinsk participants of Summer Training Camp
- Meeting with volunteers of the *UNESCO Club* on sharing skills and knowledge obtained during the Summer Training Camp, Vitebsk. Organized by Irina Kutkovich.
- Summer Training Camp participant, Tatiana Misarevich, is a member of the Grodno Public Club initiative group.

As was mentioned above, graduates of Youth Leadership School organized and conducted over 1000 events in their communities using only local resources.

*Below – some selected examples of events conducted:*

<b>Vitebsk</b>
• Training “Communication” for teachers of local school.
• Concert in Social Center for Elderly People “Teacher’s Day”.
• Training “Group. Role of Group. Development Phases”, 12 persons.
• Training “Making Decisions”, 9 persons.
• Meeting on legal issues, 15
• Article in a local newspaper about NGO’s activities
<b>Smorgon</b>
• Intellectual Tournament.
• Article in a local newspaper “Leadership is very serious thing”.
• Workshop “How to find arguments for personal position”, 12 persons.

• Training "Group and Me", 24 persons
• Football competition, 19 persons
• Training "Successful Communication", 13 persons
<b>Rogachev</b>
• Acoustic Concert and Flash Mob, 17 persons.
• Training "Techniques of Active Hearing" for pupils of local school, 16 persons.
• Training "Techniques of Active Hearing".
• Facilitation of 2 Community Appraisal meetings, 36 persons
• Party for young families, 12 persons
• Article in a Listserve
<b>Pinsk</b>
• Training "Communication", 8 persons.
<b>Zhodino</b>
• Training "Young Leadership", 8 persons.
<b>Mozyr</b>
• Training "Communication" for pupils of local school, 20 persons.
• Training "Communication" for students, 17 persons.
• Training "Peer Counseling", 11 persons.
• Training "Communication" for volunteers, 7 persons.
• Training for volunteers, 10 persons
• Training "Peer Education", 27 persons
• Tree Educational Workshops "Safe and responsible behavior", 69 persons
• Six trainings "Effective communication", 56 persons
• Training "Conflict Resolution", 6 persons
• Training " Art of Dialog", 6 persons
<b>Polotsk</b>
• Guide "Communication" developed.
• Talk Show on local TV Channel.
• Presentation of the newspaper created to discuss youth issues, 25 persons
<b>Osipovichi</b>
• Meeting "Human Rights of Disabled People" – joint event with Ukrainian partners.

• Concert for students.
• Action "Hand of Support".
• Action "Mother's Day".
<b>Slavgorod</b>
• Action "Keeping History". The action was highlighted in local newspaper.
• Sport competition for 3 teams, 24 persons.
• Concert for youth, 20 persons.
• Training for pupils "Making Decision in Group", 23 persons.
<b>Liozno</b>
• Facilitation of Group Meeting, 12 persons.
• Round table discussion "Healthy Life Style", 25 persons
• Two articles in a local news bulletin
<b>Grodno</b>
• Training "Communication", 14 persons.
• Publishing of Students Newsletter.
<b>Machulischi</b>
• Training "Techniques of Active Hearing", 10 persons.

#### **Internship of Youth Leaders in Well-Developed CSOs**

Participants of the Youth Leadership School were placed in internships at 10 well-developed CSOs, including 5 Public Clubs in 5 cities and towns. The interns participated in 17 events such as 14 trainings, 1 action, 1 conference, 1 fair and developed 1 Reference Book. "Mass Media and NGOs in Grodno".

#### **Exchange with Peers in Poland**

Practical lessons and best practices from Polish NGOs related to implementation and operation of community institutions working with youth and for youth were reviewed and discussed on this study tour. Methods and forms of interaction between youth structures and with state authorities are aimed to increase youth participation in solving key community issues. Interaction between youth NGOs and state structures in the areas of youth social entrepreneurship and job-placement services was also a priority for the Belarusian visitors. The study-tour participants collected information about projects in public volunteerism, rehabilitation of the disabled, and established partnerships with Polish NGOs that will contribute and cooperate in future Belarus projects.

An opportunity to meet the representative of the *Youth Program National Agency* in Poland was valuable. Other topics discussed included opportunities for Belarusian youth to benefit from EU youth programs. The participants observed that all organizations visited in Poland are involved in

various international projects; including projects related to EU integration, and these Polish organizations are ready to partner with Belarus NGOs.

The newly acquired experience has also changed the participants' point-of-view related to the concept of "resource centers". Primarily they understood that resource centers are not only for information exchange and use of technical facilities and equipment, but also may provide assistance and training in fundraising, rendering legal support, new methodologies, and human resources. This new understanding has inspired Belarusian young people to enhance the status of their local resource centers in their communities.

**Purpose:** To study the specifics of work conducted by youth NGOs in Poland. The aim is to increase the participation of youth in solving local problems by implementing various forms of youth social activities, social entrepreneurship, and assistance in job-placement, developing volunteer initiatives, establishing contact with and between NGOs and local administrations.

**Participants:** 13 young people from 9 public-clubs,

**Organizations visited:** The *OPUS Centre for Public Initiative Promotion and Development* was the main partner in the exchange. It is one of the most powerful Polish NGOs that has gained vast experience both in public initiative development and in operating volunteer and information centers. Center OPUS organized visits to 16 Polish NGOs in the city of Lodz.

**Outcomes :**

- Participants established a partnership with the Polish organizations that will allow future cooperation in projects, information exchange, etc.
- Participants designed projects aimed at increasing the participation of people in solving the local problems and information dissemination jointly with Polish or other EU counterparts; three of them got funding.
- A web-site to maintain contacts, to improve networks, and to extend the circle of like-minded youth will be created.
- Rechitsa, Gomel Region: A new project developed that targeted young disabled people. Partners for the project implementation were two Rechitsa NGOs (ASDEMO and Belarussian Society of Invalids), as well as one Polish NGO. Contact with the Polish NGO was established during the study-tour exchange to Poland.
- Smorgon, Grodno Region: "Smorgon Social Agency" started the program "Elder Brother, Elder Sister". Information to support this program was gathered during the study-tour exchange to Poland.
- Liozno, Vitebsk Region & Rogachev, Gomel Region: The graduates of the Youth Leadership Course organized two actively operating initiatives – "Avangard" and "Youth Initiative".
- Rogachev, Gomel Region: Exhibition of children's drawings and a photo exhibition organized in the town.
- Ossipovich, Mogiliov region: Training "Effective Communication for Young Disabled People" was held.
- Molodechno, Minsk Region: Public presentation by Victoria Sokolovskaya, about her participation in the study-tour to Poland conducted in partnership with the organization "Polotskaya Vetv".
- Vitebsk, Vitebsk Region: Victoria Sholomova and Irina Kutkovich conducted at Vitebsk University, a presentation on the results of the Poland study-tour for 30 people (students, teachers, NGO representatives).
- Vitebsk, Vitebsk Region: Victoria Sholomova and Irina Kutkovich started the Counterpart International, Inc. USAID Cooperative Agreement # 121-A-00-03-00003-00

development of a program on gender education that they intend to introduce in the local schools.

- Mozyr, Gomel Region: Irina Elizarova conducted training on “Communication” for school children of the town.
- Rechitsa, Gomel Region: Natalia Dmitreva presented the results of her participation in the study tour to Poland to the representatives of local NGOs.
- Participants of the Youth Leadership Course wrote articles for the “Public Club News” and the CAP information bulletin “Novy Resource” (e.g., in issue 31-32 there are materials from Nikolay Filonov (Rechitsa) and Sergey Smirnov (Lida).
- Natalia Dmitrieva and Alexander Vukolov who participated in the study-tour to Poland prepared materials about the trip for their local newspaper “Televid” (Rechitsa) and for the bulletin “City & Youth”.

The Alumni of the CAP Youth Leadership Course became increasingly active in their communities through cluster-group activity:

- Oxana Ketskalo became secretary of Public Association “BelAPDI I MF” and is manager of the project “Inflorescence of Youth”.
- Maxim Mishurny, Irina Kutkovich & Victoria Sholomova became the coordinators of the volunteer-groups within the projects implemented by Public Association “Veras” (Vitebsk Region).
- Victoria Sokolovskaya became the editor of the newspaper “LITERA” (Polotsk, Vitebsk Region). She also founded the newspaper “In Perfect Mode”.
- Nikolay Filonov became editor of the youth bulletin “City & Youth” (Rechitsa, Gomel region).

## **ATTACHMENT F – Long-Term Training Courses**

### **Long-Term Training Courses**

#### **1. "Social Entrepreneurship" Course (5 trainings): Minsk**

Training 1. "Social Enterprise Basics"

Training 2. "Ideas Generation"

Training 3. "Marketing Basics – Marketing Research"

Training 4. "Motivation – Management structure in SEs"

Training 5. "Business Planning – The Financial Component"

**Purpose:** to help participants get necessary knowledge and develop skills to create and manage a Social Enterprise

**Impacts:**

- 63 applications were received. CAP selection board selected 44 NGOs for participation in the first training "SE basics". The participants were from Orsha, Gomel, Machulischy, Baranovichy, Zhlobin, Pinsk, Marjina Gorka, Grodno, Smorgon, Svetlogorsk, Liozno, Vitebsk, Brest, Minsk, Retchitsa, Kobrin. 18 participants were selected for the course
- participants developed ideas for future social enterprises; including: business center (Grodno), greenhouse (Minsk, Machulischy), computer training center (Grodno), small cafe (Baranovichy), craft workshop (Mogilev)
- Ministry of Labor and Social Protection expressed its support to explore job-creation and vocational job-skills training, and also currently supports social enterprise
- Social Enterprise study tour to Bulgaria was supported by the Ministry of Labor, whom through its Department of Unemployment helped to identify and approve the participation of three national mid-level officials from the Ministry of Labor, Ministry of Economy, and the Presidential Administration. As a result of their participation, cross-sector contact continued with the other participants, and the process of reviewing and re-drafting of existing legislation governing social enterprises, and a facilitated one-step registration, started.
- As a result of Counterpart's accreditation expiration on 14 August, the course had to be terminated and later the assistance on SE was offered and provided to the course participants by ACT in the form of consultations

#### **2. Manager's Course "A Contemporary Manager"**

Training 1. "Organization as a System. Managing an Organization"

Training 2. "Human Resource Management"

Training 3. "Development and Implementation of Socially Oriented Community Projects"

**Purpose:** To develop knowledge and skills of the leaders of organizations from state, business, and public sectors in the field of managing the organizations and community-based projects.

A specialized long-term "Manager's Course" was launched under the title "A Contemporary Manager". The Course was designed to train on organizational development, project management, and cross-sector cooperation and partnership between current managers and administrators of organizations from state bodies and institutions, businesses, and non-governmental organizations.

The announcement of the course, with balanced participation of different sectors and high-level experts and trainers, raised the interest of 97 managers to compete for slots as participants of the course. 27 participants from 12 towns throughout the 6 "oblasts" of Belarus – 9 people from each of the three sectors – formed the first group of the "Manager's Course".

The State was represented, among others, by City Service Centers for Family and Children from Mozyr and Gomel, Grodno State University, and the Department of Entrepreneurship of Grodno oblast's Executive Committee. Business representatives came from the Bank of International Trade and Investments, private TV company "Nireya" from Gomel, FM Radio "New Style" from Vitebsk, Legal Consulting Company, and others. The 3<sup>rd</sup>-sector was represented by some former and current CAP grantees – Children Hospice, UNESCO Clubs, YWCA (Smorgon), Circle of Friends from Mogilev, New Faces, Mutual Credit Union from Minsk, and others.

**Impacts produced by the course participants:**

- Igor Mikulchik, "Committee of Small Business Bodies-StoIny" (Minsk Credit Union)  
Workshop held with the Minsk Ispolkom Headquarters for Entrepreneur Activities. An agreement was signed on reimbursable interest-free loans (for small business support) totaling 35 million Belarusian rubles (about \$16,166) from the Minsk Headquarters for Entrepreneur Activities for an 18 month term. Security/collateral against the loans was provided by three commercial companies that participated in the workshop.
  
- Alla Gurevich, Public Association "Entrepreneur"  
Roundtable held on "Profession & Knowledge to Young people and Help to the Elderly". This was a preparatory event within the framework of a future project. The goal of the event was to discuss the NGO-partner roles, together with expected results. Participants of the roundtable included the Director of the Rogachiov Training-Industrial Centre, Director of the Centre for Population Social Service, NGO «Hand of Help», NGO of Large Families, individual entrepreneurs, and Chief of Rogachiov Rajispolkom Ideological Department.
  
- Galina Belivskaya, Public Association "Belarusian Association of Young Christian Women"  
Workshop held with the executive chairperson of Smorgon Ispolkom, S. Shmyga, with the representative of the public and political information department and the representative of the Social Protection Fund. As a result of the workshop, the organization received activity plans from some departments for the period of 2004-2006.
  
- Margarita Khodichenko, "Gomel Territorial Centre for Family and Children Social Service"  
Seminar for the social-workers of the Gomel region conducted within the joint-project operated by the Penal Committee of the Republic of Belarus and the Public Association "Belarusian Association of Women-Legal Consultants" (and supported by OSCE).
  
- Alexander Krastin, Administration of Entrepreneurship of Grodno Ispolkom.  
Took part in preparation of and conducted round tables for entrepreneurs.
  
- Ales Assiptsov, "Circle of Friends Mogiliov"  
Conducted 4-workshops with the young people that work in different branches of the Mogiliov Executive Committee (Mayor's office and city council). The main topic for discussion was problems-identification in the area of communication between NGOs and local authorities.
  
- Elena Yurkovskaya, Public Association "New Faces".  
"New Faces" together with "Lode-C Ltd" is planning a joint-company on healthy life-style promotion among young people with the active involvement of target-group representatives in promotional events and information publications.
  
- Vladimir Gorbachiov, "Lode-C Ltd" (Grodno).

a) Negotiated with Grodno Ispolkom Headquarters of Entrepreneur Activities, Mr. Krastin, relaxed-credit terms for the purchase of equipment for a private medical centre "Lode" in Grodno.

b) Decided to implement a joint-project with Public Association "New Faces".

▪ Irina Kazakova, "Alpha Concert"

Workshop with the Director of "Committee of the Small Business Bodies - Stolny", Igor Mikulchik, to discuss "Alpha Concert" membership in the credit union.

▪ Piotr Dagovich, "Centre of Correction & Development Education and Rehanilitation" Liozno.

Seminar conducted together with the "Belarusian Society of Invalids" for parents having children with mental disabilities. Requested and received a donation of 500,000 Belarus Rubles (about \$250) from a local bank to purchase a printer for the internet training center for disabled children.

3. "Women's Empowerment" Course: Minsk, Polotsk, Smorgon  
Round Table "Legal and Ethical Issues in Women's Movement"  
Training "Women's Empowerment – Needs Assessment"  
Training "Women's Empowerment – Success Stories"  
Training of trainers (ToT) "Effective communications"  
Training of trainers (ToT) "Conflict resolution"  
Regional workshops and Trainings

**Round Tables**

**"Legal and Ethic issues in Women's Movement"**

**Purpose:** To introduce shared standards in Belarus women's movement. Two one-day events gathered over 100 women's NGO leaders and community members actively involved in the coalition Belarusian Women's Forum.

**Impacts:**

- Participants developed and approved a Code of Belarus Women's Movement and distributed to other women's NGOs.
- Belarus Women's Forum Coalition developed and published instructions for women-leaders called *I am a Leader*.
- Belarus Women's Forum Coalition started educational courses for active women in provinces: teachers, librarians, doctors, and nurses, in order to promote their more active participation in community life.

Though the majority of public club and initiative group leaders and participants of the youth leadership program are women, CAP sought to develop a coherent program exclusively targeting women's empowerment and entrepreneurship. CAP actively investigated start-up of a women's self-governance training program that would be conducted in association with the Lithuanian American Initiative (Vilnius), together with a business and vocational training for women. Also, CAP and Winrock (Kiev based), conducted joint-events targeting "anti-trafficking" of women.

**"Women's Empowerment – Needs assessment"**

**Purpose:** Identify women's needs (via a discussion and a questionnaire) to support women's empowerment and economic development.

**Impacts:** The following needs were identified:

- *Personal Development*, including speech and communication skills, time-management, computer and Internet skills, gender related issues, image creation.
- *Improvement of quality of life*, including women' educational centre, fitness club arrangement,

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laundry, art workshop for girls.

- *Business empowerment*, including know-how on "How to start a new business", marketing research, successful stories of women-leaders, key aspects of successful business activity.
- *Lifestyle*, including history and traditions of different small towns, NGO's activity opportunities.

**"Women Empowerment - Success Stories."**

**Purpose:** Promote women's initiatives and coordinate relevant activities.

**Impacts:**

- Participants shared their expectations that CAP will assist other Belarusian women's empowerment (WE) and gender actors in implementation of relevant projects and that the CAP-led project will serve better coordination of WE/SE activities in Belarus.
- Participants engaged in the discussion of circumstances, surrounding women leadership in Belarus, and obstacles to greater success and motivation factors.
- Participants analyzed existing strength, weaknesses, opportunities and threats to WE development in Belarus and discussed specific measures that need to be taken in order to improve the situation.
- Particular emphasis was made on the fact that many little steps have to be made on the road to progress given the specifics of national character and traditions – change will not occur overnight.
- Participants discussed the phenomenon of women-leader and her success. Success does not necessarily mean leadership in a gender context, but for a true success to occur women must prove herself to be a leader.
- Cross-border experiences were shared – thanks to meaningful participation of Lithuanian women leaders representing the third sector.
- Specifics of WE activities in small communities of Belarus were also addressed by Belarusian participants representing local NGOs affiliated with CAP's local clubs.
- All 18 participants agree to appointments as members of an "Informal Women's Advisory Board". The experts expressed their desire to remain actively involved in CAP WE project out of their sincere belief in its relevance, timeliness and significance.

**Summary of CAP Supported Women's Activities:** CAP refined the women's empowerment program by solidifying local and international partnerships and cooperation. For example, the opportunity to continue and expand the USAID supported Winrock (anti-trafficking) womens' programming in Belarus was initiated. Many of the women's groups that have been part of the Winrock program (which terminated in April 2004) were selected to participate in the CAP women's program. This approach enabled broader cooperation and experience exchange with Belarus local women's NGOs.

An agreement was reached with two womens' NGOs: Hungarian Foundation for Small Enterprise Economic Development and Estonian Women's Training Center to develop a joint-training for Belarus women on business and leadership. In cooperation with Karat Coalition (Poland) and Network of East-West Women, CAP and its partner NGOs developed strategies for gender mainstreaming and gender-budgeting at local the level. This work was supported by UNIFEM. The last meeting of these coalition in Warsaw on November 7-9, 2003 resulted in the decision to organize a campaign to protest the closing-down / liquidation of Belarus NGOs. The Belarus Women's Forum coalition coordinated this campaign on the Belarusian side.

ACT continues to explore opportunities for cooperation with Lithuanian and U.S. Initiative (Lithuania) in the area of women's participation in the decision-making process, and with the Winrock Ukraine/Belarus team for support with anti-trafficking prevention/awareness.

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**CAP Women's Empowerment (Public Club Members):**

- Belarus Women's League: Baran branch
- Belarus Young Women Christian Association: Smorgon branch, Baranovichy branch
- Business Women Club, Kobrin branch, Borisov branch
- Socio-Educational Center "Nadziya", Borisov
- Women's NGO "Province", Borisov
- Women's for Naroch Territory Revival, Komarovo village
- Belarus Organization of Working Women, Rechitsa
- Women's initiative group "Women's Concord", Grodno
- Women's initiative group "Help", Liozno
- Women's initiative group "Stork", Machulishchy

All women's groups, participating in the Public Clubs, work on a regular basis with local women to conduct trainings, disseminate information, discuss priority issues, and implement actions aimed at raising civic activism.

**CAP Women's Empowerment (Other Partner NGOs):**

- Women's coalition "Belarus Women's Forum"
- Belarus Women's Information and Coordination Center, Minsk
- Belarus Women's Fund named after E. Polotskaya, Minsk
- Women's NGO "Women's Response", Minsk
- Women's Center for Support and Self-Education, Mogilov
- Association of Women Lawyers, Brest
- Women's Independent Democratic Movement, Minsk
- Belarus Organization of Working Women, Minsk
- Women's Alliance, Minsk
- Belarus Public Movement "Women for Ecology", Minsk

**Recent Activity and Background:** All these NGOs and initiatives received CAP's technical and financial support in developing ethical principles of women's empowerment, identifying and educating new leaders, and coordinating local women's initiatives. This resulted in the adoption of a Code of Ethics and Strategy for 2003-2005 (adopted in June 2003).

One event was a roundtable organized by Belarus Women's Coalition in November 2003 to discuss the results of a national survey on women's leadership and to plan actions aimed to actively involve new leaders in community work and initiatives. The needs assessment and sample questionnaire/survey of women, to support women's empowerment and economic development in Belarus, was completed at the meeting. The following needs were identified:

- a) **Personal Development**, including speech and communication skills, time-management, computer and Internet skills, gender related issues, image creation.
- b) **Improvement of quality of life**, including women' educational center, fitness club arrangement, laundry, art workshop for girls.
- c) **Business empowerment**, including know-how on "How to start a new business", marketing research, successful stories of women-leaders, key aspects of successful business activity.
- d) **Lifestyle**, including history and traditions of small towns, NGO's activity opportunities.

Also in November 2003, CAP initiated an 8-month cycle of seminars for women resulted in new women's initiatives. The competitive selection process of trainees resulted in the creation of 2 groups of women. The *first group* was trained on *business-skills development* and the *second group* received training on *public initiative development*. In addition to the seminars, CAP arranged meetings with successful female leaders of small/medium enterprises (SME) and local government. CAP also organized internships in order to

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provide women an opportunity to learn practical applications supporting women's initiatives.

**Competition announcement on participation in a cycle of trainings "Training of trainers"**

**Purpose:** To select a group of active NGO women-members for series of ToT events.

**Process:** Review of applications submitted by NGO activists who want to act as trainers within their respective communities.

**Additional information:** by February 5, 2004 (competition deadline), 74 applications were received. CAP Board selected 23 participants for the TOT series. The participants were from Mogilev, Machulishi, Baranovichi, Zhlobin, Pinsk, Zhodino, Gorodok, Grodno, Smorgon, Svetlogorsk, Osipovichi, Lida, Bobruisk, Liozno, Vitebsk, Minsk, Volozhin

**Training of trainers (ToT) "Effective communications"**

**Participants:** 23 women, identified by CAP selection board.

**Purpose:** To provide information on methods of effective communications and teach the training methodology on the topic.

**Training of trainers (ToT) "Conflict resolution"**

**Participants:** 23 women, identified by CAP selection board.

**Trainers:** 2 Ukrainian trainers (according to Winrock recommendations).

**Purpose:** To provide information on methods of conflict transformation and teach the training methodology on the topic.

**Information Support to TOT participants**

**Purpose:** To provide participants with relevant and useful texts and publications that may be used for their personal and professional development as trainers. Materials on presentation skills and techniques, leadership, motivation, time-management, human resources management.

**Method:** E-mails to all TOT participants.

**Implementer:** WE/SE consultant.

**Regional workshops and Trainings**

**Process** One-day training events designed and conducted by TOT participants for members of their respective NGOs

**Purpose:** to apply knowledge and skills received during the early stage of TOT component; gain experience in organization and conducting of educational events in the interactive manner.

**Organizational Capacity Building Course (5 trainings): Minsk**

Training 1. "Organization as a System"

Training 2. "Multi-Level Planning"

Training 3. "Human Resource Development"

Training 4. "Public Relations for NGOs"

Training 5. "Good Governance"

**Purpose:** to help participants develop skills necessary to serve as leaders of their organizations and to manage their organizations as systems with interdependent components.

**Impacts:**

- 42 participants from 17 organizations learned different approaches to specific issues of organizational management
- participants in their organizations conducted 27 meetings/workshops, round tables with the participation of over 200 citizens from local NGOs and communities
- NGOs-participants improved their management systems:
  - governance strategy of Board effectiveness improvement is developed ("Youth of XXI

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- century”)
- organizational structure is developed and 3 more communities are covered by the NGO activities (“Nikol”)
- public relations plan is activated and partnerships with 3 more state social agencies are built (“Nikol”)
- public relations strategies led to producing 10 types of informational and promotion materials – booklets, leaflets, flyers, official organizational papers – which are distributed in the communities (“Nikol”, “VIT”, “Polotsk Branch”)
- human resource plans are improved and 14 new members are recruited into local NGOs (“VIT”, “Belarusian Women’s League”)
- Regional cultural presentation/contest “Poet-Actor” is for the first time in three years included into local Executive Committee action plan and is implemented under their patronage (“Polotsk Branch”)
- 4 NGOs decided to introduce the position of Executive Directors in their NGOs
- 14 participants initiated necessary amendments to their Statutes with respect to Good Governance principles
- Alina Surovets from Smorgon applied after Good Governance training to the position of Executive Director of Belarusian Association of Journalists and is now performing the ED plan developed at the training

**4. “ Financial Sustainability ” Course (5 trainings): Minsk, Vitebsk, Polotsk**

Training 1. “Financial Management in NGOs”

Training 2. “Social Entrepreneurship for NGOs”

Training 3. “Fundraising for NGOs”

**Purpose:** to build skills of people responsible for financial component of NGOs to improve the financial capacity of the organization

**Impacts:**

- 42 participants from 23 organizations were trained on better management of components critical for making an NGO financially sustainable
- 80% of NGOs-participants are performing a fundraising research
- 60% of NGOs-participants are conducting a fundraising act (special event, campaign, project)
- 30% of NGOs-participants are making fundraising plans
- 11 NGOs-participants developed financial sustainability strategies
- 7 NGOs-participants assessed their NGOs’ readiness to create a social enterprise
- 3 NGOs developed plans of creating social enterprises
- NGO “Polotsk Branch” conducted a fundraising campaign and raised funds enough to publish a book of literary works of one of the NGO’s members

## ATTACHMENT G – Grants Listing and Impacts

### GRANTS LISTING AND DESCRIPTION OF GRANTS IMPACT

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
1	Post - Youth Educational Center	CAP-B03-MG-13	Community Initiatives	\$10 000	<b>\$10 000</b>	completed	Public Club in Zapad community of Minsk City was created as an informal institution for cooperation of active citizens, and local organizations on ways to address community issues. Cooperation between active citizens and local organizations enhanced. Community action plan was developed.
2	Rogachev Public Organization "Entrepreneur"	CAP-B03-MG-14	Community Initiatives	\$7 943	<b>\$6 876</b>	completed	Public Club in Rogachev was created involving 2 business organizations, 3 public initiative groups, 1 governmental organization and 5 community leaders in its activities. Existing local community problems have been identified and approaches for their solution have been worked out in cooperation with key community stakeholders. Series of events/actions to address key community issues were organized with involvement of more then 3000 citizens.
3	Public Association "Women for restoration of Narach region"	CAP-B03-MG-15	Community Initiatives	\$9 814	<b>\$9 814</b>	completed	Community and entrepreneurship development in Komarovo community of Minsk region was enhanced by way of implementing small business support initiatives. Educational seminars on small business development in rural area were conducted, information support on bookkeeping and taxation was provided.

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
4	Public Association of Young Intellectuals "VIT"	CAP-B03-MG-16	Community Initiatives	\$9 986	<b>\$9 986</b>	completed	Increased public activism and established system of partnerships/relationship between active citizens, NGOs, entrepreneurs and local authorities on ways to identify and solve community issues. Public Club was created in local community as a form of cooperation between community key stakeholders. Local community issues were identified and prioritized through public survey, focus group discussion, monitoring of public opinion through "telephone hot line". Several hundred ordinary-citizens were involved in the process of addressing key community issues.
5	NGO "Center of Economic Knowledge "UNPRED"	CAP-B03-MG-17	Community Initiatives	\$9 845	<b>\$1 758</b>	implemented partially, further implementation was not possible due to host-country restrictions	Enhanced cooperation between public initiative groups, governmental organizations, NGOs, and commercial structures in order to identify and solve local issues in Zhlobin community. Citizens' activism in social sphere was enhanced by means round table discussions with key stakeholders. Community groups and initiatives groups of citizens were trained in business planning, economy, and marketing.
6	Public Organization "Club of Entrepreneurs"	CAP-B03-MG-18	Community Initiatives	\$10 000	<b>\$3 728</b>	implemented partially, further implementation was not possible due to host-country restrictions	Increased citizens' activism in Rumlevo district (Grodno) on ways to identify and implement priority issues related with cleaning-up the district. Public Club "Alliance" was created in cooperation with commercial organizations and local authorities. Series of practical events aimed at improving the district were facilitated by Public Club.

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
7	Charitable Public Organization "Snowflower"	CAP-B03-MG-19	Community Initiatives	\$9 997	<b>\$9 997</b>	completed	Enhanced joint efforts of local community stakeholders on ways to identify and solve key community issues, and increased citizens' activism in social sphere. Public Club was created as a form of cooperation between community key stakeholders. Team of community leaders was formed and trained in effective communication, joint programming, decision-making and planning. Several events to improve the facilities in neighborhood areas were conducted involving several hundred community members.
8	Liozno Organization of PA "Belorussian Council of Invalids"	CAP-B03-MG-20	Community Initiatives	\$9 186	<b>\$8 975</b>	completed	Public Club in Liozno was created which further facilitated the cooperation between state institutions, NGOs, business structures and other stakeholders. Public Club was able to mobilize more than 150 citizens to address and solve key community issues.
9	Ossipovichy Association of Assistance to Handicapped Children and Young People	CAP-B03-MG-21	Community Initiatives	\$7 793	<b>\$7 665</b>	completed	Public Club in Osipovichy was created as a form of cooperation between community key stakeholders (NGOs, governmental structures, commercial organizations and mass media) on ways to address and solve existing community issues. 3 community actions aimed at improving the facilities in neighborhood area were conducted by Public Club group and mobilized over 5,000 citizens. Community activists and initiative-groups members were provided with a series of consultations on project development, planning, project management and legal aspects of community initiatives implementation.

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
10	NGO "Consumer rights protection"	CAP-B03-MG-22	Community Initiatives	\$9 900	<b>\$8 286</b>	completed	Enhanced citizens' activism and participation in addressing key community issues through Public Club creation, development of social partnership in the community, providing local population with legal, informational, and educational support. Public awareness campaign related to key community issues was held with local mass media. Series of seminars for young people and women were conducted. At least 350 citizens were involved in actions improving the facilities in neighborhood areas.
11	New Kastaliya - Youth Public Association	CAP-B03-MG-26	Community Initiatives	\$4 980	<b>\$4 980</b>	completed	Increased citizens' participation in addressing community issues, and enhanced cross-sector cooperation – through use of organized and independent public and expert review of local government decisions related to key community issues. Working groups of NGOs', governmental and business institution representatives was created for coordination of public expertise (issue cluster groups). More then 90 citizens were trained on civic activism on local level through 3 seminars. Discussion among parents and town administration regarding solution of children's nutrition problem in kindergartens was facilitated.
12	Smorgon Public Association of Large Families	CAP-B03-MG-27	Community Initiatives	\$6 755	<b>\$6 755</b>	completed	Additional opportunities for youth involvement in community life were created through round table discussion with key community stakeholders (State Department on Youth Policy, Leaders of existing Intellectual Teams, NGOs) and two town intellectual tournaments. More then 100 pro-active young people designed and organized youth community events.

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#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
13	Smorgon Social Agency	CAP-B03-MG-28	Community Initiatives	\$4 994	<b>\$4 937</b>	completed	Five new civic initiative groups were created to address key community issues and their activity plans were drafted. Project presentation and public awareness campaign were implemented to attract community volunteers into the project. Community initiative group activists were trained in planning of community actions, fundraising in local community, effective communication with local community stakeholders. Five community development actions were implemented in local community involving more then 360 people.
14	Smorgon district affiliate of public association "The Belorussian Association of Journalists"	CAP-B03-MG-29	Community Initiatives	\$4 817	<b>\$0</b>	grant terminated, grantee was not able to open bank account	N/A
15	Belarussian Society of Invalids (Rechitsa) (equipment grant)	CAP-B02-MG-11	Community Initiatives	\$1 324	<b>\$1 324</b>	completed	Improved office infrastructure and sustainability of Rechitsa Branch of Belarussian Society of Invalids which increased NGO capacity to provide services to local community.
16	Information Development Promotion Foundation (IDPF)	CAP-B04-IS-01	Information Provision	\$64 045	<b>\$64 045</b>	completed	Improved information provision in Baranovichi, Borisov, Vitebsk, Kobrin, Mogilev, Mozyr, Pinsk, Rechitsa. 53 TV talk-shows covering community initiatives, social issues, citizens activism and cross-sector cooperation were produced and broadcast in mentioned sites covering an audience of more then 1.5 million people.

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
17	BANT - Belarussian Association of Non-Government Television	CAP-B04-IS-02	Information Provision	\$10 397	<b>\$10 030</b>	completed	Eight public announcement/ social advertisement TV programs were produced and broadcast. Content of each TV program was based on key community issues (social, ecological, economic) identified within the framework of Public Club activities. These TV programs encouraged public-dialog and community responsiveness. Broadcasting of TV programs on local TV stations facilitated public awareness regarding key community issues and community activism.
18	BANT - Belarussian Association of Non-Government Television	CAP-B04-IS-03	Information Provision	\$23 000	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
19	Belorussian Women League	CAP-B04-MG-01	Community Initiatives	\$4 549	<b>\$4 539</b>	completed	Citizens, state officials, businessmen, and local NGOs were involved into the process of addressing existing community issues. Such community issues as: nature conservation, landscape of town park, and development of recreation areas in the town were addressed through joint efforts of community stakeholders within the framework of functioning Public Club. More then 1000 citizens, 3 governmental institutions, 2 commercial structures were involved into specific activities for development of recreation area in the town and renewal of town park.

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
20	Rechitsa branch of Public Organization "Gomel Association of Children and Youth"	CAP-B04-MG-02	Community Initiatives	\$4 981	<b>\$4 981</b>	completed	Young people in Rechitsa were provided with access to information on existing opportunities for education, job vacancies, leisure time etc. <i>Information Network</i> of organizations that are focused on youth issues was created. Round Table and ongoing working group meetings were conducted to coordinate project stakeholders' activities, and to establish information exchange between stakeholders. During the project implementation 3 community based events were conducted to increase young people's activism. These events involved more than 800 young people.
21	Smorgon branch of Belorussian society of people with visual disabilities	CAP-B04-MG-03	Community Initiatives	\$4 732	<b>\$4 732</b>	completed	Self-help / volunteer group was created of 15 handicapped and elderly people in order to improve their living conditions through increasing their activism. This group of activists helped 50 immobilized elderly and handicapped people providing them with home based social assistance. Roundtable to discuss project's content with key project stakeholders was organized. 6 educational workshops were conducted for volunteer group to train them on home-based social care provision.
22	Vitebsk Town Public Association of Women "Uliana"	CAP-B04-MG-04	Community Initiatives	\$4 756	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
23	Youth Public Association "Veras"	CAP-B04-MG-05	Community Initiatives	\$4 867	<b>\$5</b>	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
24	Belorussian Women League, Baran branch	CAP-B04-MG-06	Community Initiatives	\$5 000	<b>\$609</b>	implemented partially, further implementation was not possible due to host-country restrictions	The main expected result of the project was creation of new civil society group "Women employment Club". Although, grant was cancelled due to restrictions on providing International Technical Assistance, NGO was able at least to improve leadership capacity of women providing training in decision making, effective communication, human rights, and local self-governance
25	Consumer Cooperative "Mutual Lending Society of the Small Business Entities "Stolny"	CAP-B04-MG-07	Community Initiatives	\$4 752	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
26	Public Association "Sport Club of Disabled "Vetraz"	CAP-B04-MG-08	Community Initiatives	\$4 985	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
27	Belarusian Youth Public Union "New Faces"	CAP-B04-MG-09	Community Initiatives	\$5 000	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
28	Grodno Public Association "Charity Center "Family"	CAP-B04-MG-10	Community Initiatives	\$5 000	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A

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#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
29	Smorgon Social Agency	CAP-B04-MG-11	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
30	Republican Public Organization "Belarusian Association of UNESCO Clubs"	CAP-B04-MG-12	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
31	Belarusian Youth Public Organization "Different-Equal"	CAP-B04-MG-13	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
32	International Social Organization "Ecoproject"	CAP-B04-MG-14	Community Initiatives	\$5 000	\$23	grant cancelled, project was not registered by Belarus Government	N/A
33	Ecological Public Organization "Nerush"	CAP-B04-MG-15	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
34	Smorgon Organization of PA "Belorussian Council of Invalids"	CAP-B04-MG-16	Community Initiatives	\$4 814	\$0	grant cancelled, project was not registered by Belarus Government	N/A
35	Republican Youth Public Association "Next Stop - New Life"	CAP-B04-MG-17	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
36	Public Organization "Kalegium"	CAP-B04-MG-18	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
37	Public Organization "Union of Entrepreneurs of Brest Region"	CAP-B04-MG-19	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
38	Public Organization "Focus Group"	CAP-B04-MG-20	Community Initiatives	\$5 000	\$40	grant cancelled, project was not registered by Belarus Government	N/A

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#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
39	International Public Organization of the Belorussians "Batskaushchyna", Novogrudok branch	CAP-B04-MG-21	Community Initiatives	\$7 940	<b>\$4 057</b>	implemented partially, further implementation was not possible due to host-country restrictions	Public Club "Dialogue" as a condition for establishing cooperation between NGOs, state and business structures, and non-associated citizens was set up. It resulted in increasing community activism, pooling resource and opportunities, setting up a mechanism of identifying and solving local key problems. 500 people regarding key local problems were requested to provide their feedback. Unfortunately, due to the unfavorable political circumstances at the local level further project implementation was not possible.
40	Public Organization "Young Men Christian Association"	CAP-B04-MG-22	Community Initiatives	\$8 000	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
41	Mogilev Public Organization "Circle of Friends"	CAP-B04-MG-23	Community Initiatives	\$8 000	<b>\$8</b>	grant cancelled, project was not registered by Belarus Government	N/A
42	Public Organization "Youth Educational Center "Fialta"	CAP-B04-MG-24	Community Initiatives	\$7 995	<b>\$33</b>	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
43	Charitable Foundation of Regional Development "Our Vezha"	CAP-B04-MG-25	Community Initiatives	\$8 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
44	Orsha Youth Public Organization "Zviaz"	CAP-B04-MG-26	Community Initiatives	\$8 000	\$4 530	implemented partially, further implementation was not possible due to host-country restrictions	Increased social activism of members of the local community and strengthened solving of youth problems. Cooperation between public organizations and initiatives, state structures, mass-media and active members of the local community was set up through round tables, working meetings. At least 200 members of the local community were involved into the process of local priority problem identification and influencing decision making.
45	Public Organization "Belorussian Organization of Working Woman"	CAP-B04-MG-27	Community Initiatives	\$8 303	\$0	grant cancelled, project was not registered by Belarus Government	N/A
46	Republican Public Organization "Young Men Christian Association"	CAP-B04-MG-28	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
47	The Association of Children and Youth of Gomel Region	CAP-B04-MG-29	Community Initiatives	\$4 348	<b>\$58</b>	grant cancelled, project was not registered by Belarus Government	N/A
48	International Public Association "Ponimanie"	CAP-B04-MG-30	Community Initiatives	\$5 000	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
49	Public Association "Women's Independent Democratic Movement"	CAP-B04-MG-31	Community Initiatives	\$5 000	<b>\$242</b>	grant cancelled, project was not registered by Belarus Government	N/A
50	Development Fund "Social Business Center"	CAP-B04-MG-32	Community Initiatives	\$5 000	<b>\$153</b>	grant cancelled, project was not registered by Belarus Government	N/A
51	International Public Association "Economic Research and Education"	CAP-B04-MG-33	Community Initiatives	\$5 048	<b>\$3 000</b>	implemented partially, further implementation was not possible due to host-country restrictions	Education program "Strategic Planning" and "Social Partnership" was conducted in five small towns including Fanipol, Baran, Zhodino, Mozyr, Kobrin, Ivenets in order to support sustainable development in these communities.

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
52	Public Organization "Club of Entrepreneurs"	CAP-B04-MG-34	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
53	Mozyr Interregional Organization of Public Association "Republican Wheelchair users Association"	CAP-B04-MG-35	Community Initiatives	\$5 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
54	Belarussian Fund of Charity and Health	CAP-B04-SE-01	Social Entrepreneurship	\$3 000	\$2 570	completed	Increased capacity of existing social enterprise to provide more effective services to community and to increase employment through purchase of new equipment.
55	Public Association "Trust"	CAP-B04-SE-02	Social Entrepreneurship	\$13 855	\$13 855	completed	The existing social enterprise, one of the very few in Belarus has been expanded with new workshop on house cleaning. It employs 10 young disabled and provides wide range of services to local community, including free-of-charge or very small fees-for-service for vulnerable groups of population such as elderly, disabled, low income families etc. The profit of the enterprise is growing slightly, and its growth dynamic allows forecasting of future sustainability of this enterprise and its founder – Public Association Trust. The enterprise became the member of the Belarussian Union of Entrepreneurs and very often is used as an example of socially responsible business.

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
56	Fund of social adaptation and labor rehabilitation of disabled children with art abilities "Blue cost"	CAP-B04-SE-03	Social Entrepreneurship	\$9 800	\$0	grant cancelled, project was not registered by Belarus Government	N/A
57	Youth Public Organization "Healthy Choice"	CAP-B04-SG-01	Social Initiatives	\$20 035	\$0	grant cancelled, project was not registered by Belarus Government	N/A
58	Belarussian Public Association of Riding and Hippo Therapy	CAP-B04-SG-02	Social Initiatives	\$20 086	\$14 080	completed	Improved physical conditions of 40 disabled children and teenagers with cerebral-palsy diagnosis by way of intensive hypo-therapy course. Further impact will be achieved by way of promoting hypo-therapy as a unique rehabilitation method through use of mass media and web.
59	Baran City organization of NGO "Belorussian Association of Assistance to Handicapped Children and Young People"	CAP-B04-SG-03	Community Initiatives	\$15 895	\$15 895	completed	Youth computer club "Erudite" created in cooperation with state structure Palace of Culture. At least 100 teenagers and young people are involved in computer classes. Skills of effective communication with peers and with broader community created and developed for the handicapped children. Parents of handicapped children encouraged and trained to address own problems and social problems of their children. Established social contacts and relationships between handicapped teenagers and teenagers without disabilities. Enhanced activism of young people to participate in public life on local level. No less than 300 young people are directly involved in project's activities.

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#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
60	International Charitable Public Association "Nicole"	CAP-B04-SG-04	Social Initiatives	\$20 000	<b>\$20 000</b>	completed	30 people who lost their eye-sight are receiving training in independent work with information, computer literacy, and living skills
61	Smorgon regional branch of Public Organization "Young Women's Christian Association"	CAP-B04-SG-05	Community Initiatives	\$20 067	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
62	Smorgon Public Association of Large Families	CAP-B04-SG-06	Community Initiatives	\$19 988	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A
63	Development Fund "Social Business Center"	CAP-B04-SG-07	Social Initiatives	\$16 750	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
64	Public Organization «Amrita»	CAP-B04-SG-08	Social Initiatives	\$18 278	<b>\$12 400</b>	completed	Increased awareness on HIV/AIDS and sexually transmitted infections (STI) among young people – students of universities and high-schools especially those living in dormitories in Minsk, Soligorsk and Svetlagorsk. Series of educational and awareness events conducted for at least 1200 young people in these cities. Two topical actions “World AIDS Day” and “AIDS Victims Memorial Day” organized and conducted in Minsk by young people, who participated in previous educational and awareness activities. Project implementation was highly complemented by top level officials from Belarussian State University who expressed his wish to continue this project and expand it to larger number of universities and high-schools in Belarus.
65	Minsk City Organization of Belarusian Association of Red Cross	CAP-B04-SG-09	Community Initiatives	\$15 000	<b>\$15 000</b>	completed	Through attracting the attention of community members towards problems of elderly people and disabled, and, towards the ways of solving those problems, Minsk Red Cross engaged and involved young people, unemployed women and other community members into home care activity. Selected participants of the project received training in home care skills. These skills were further strengthened through after-training practice. Through this practice at least 60 elderly and /or disabled people are receiving assistance.
66	International Public Organization “Social Aid”	CAP-B04-SG-10	Social Initiatives	\$16 200	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
67	Charitable Public Organization «Snowflower»	CAP-B04-SG-11	Community Initiatives	\$20 000	<b>\$16</b>	grant cancelled, project was not registered by Belarus Government	N/A
68	International Public Association «Ponimanie»	CAP-B04-SG-12	Social Initiatives	\$19 021	<b>\$19 021</b>	Completed	Improved social-adaptation / re-integration of pupils of pre-graduate class of Druya Orphanage through implementation of a three-phased program for children in the orphanage, orphanage personnel, and local community represented by tutor's families, local governmental Child Protection Office and informal "directors' club" in Druya Village. Increased the level of adaptive-behavior of the Druya orphans during the project; change to better interpersonal relationship between inmates of the orphanage and children of local rural community during integration camp; disseminated experience gained during the project to other specialists and other rural communities. Leaders of the community, local state agencies and people from tutor-families were united in the process of seeking solutions to high-priority social issues in the community.
69	Republican Public Association "Mothers Against Drugs"	CAP-B04-SG-13	Social Initiatives	\$15 937	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
70	Republican Public Organization "Belarusian Association of UNESCO Clubs"	CAP-B04-SG-14	Social Initiatives	\$15 143	\$0	grant cancelled, project was not registered by Belarus Government	N/A
71	Public Association "Business Women Club", Brest	CAP-B04-SG-15	Social Initiatives	\$16 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
72	New Kastaliya - Youth Public Association	CAP-B04-SG-16	Community Initiatives	\$20 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
73	Public Association of Young Intellectuals "VIT"	CAP-B04-SG-17	Community Initiatives	\$15 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
74	Mogilev City Public Ecological Informational Association "ENDO"	CAP-B04-SG-18	Social Initiatives	\$15 300	\$0	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
75	International Public Organization «Voluntas»	CAP-B04-SG-19	Social Initiatives	\$15 500	<b>\$7 650</b>	implemented partially, further was implementation not possible due to delays with registration and program termination	Extended the geographic and target group outreach of the Portage project begun in 2002 and funded by DfID. Reduced the number of children with profound multiple learning disabilities; promoted stability within families of children with profound multiple learning disabilities. Increased public awareness and education about profound multiple learning disabilities. Encouraged the growth of volunteerism in the area of public health and education.
76	Youth Public Organization “The Real World”	CAP-B04-SG-20	Social Initiatives	\$20 000	<b>\$15 675</b>	completed	Long term program of social and psychological rehabilitation of drug addicts implemented by “Real World” organization became more sustainable. Rehabilitation services became more attractive for target group through enhanced capacity of rehabilitation center. Business plan for financial sustainability of Rehabilitation-center was developed and started implementation. A series of seminars to increase capacity of NGO staff and volunteers were conducted. All members of therapeutic community are involved in job-skills training and implementation of small business initiatives.
77	Liozno Organization of PA “Belorussian Council of Invalids”	CAP-B04-YL-01	Youth Leadership	\$999	<b>\$616</b>	completed	Increased involvement of youth in identifying and addressing key community issues. Increased young peoples’ access to social information. Enhanced integration of disabled youth in public life and community initiatives. Key community issues focusing on youth identified by young people through four youth meetings. Public initiatives groups of young people are formed to address key youth issues.

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#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
78	Public Association "Women for restoration of Narach region"	CAP-B04-YL-02	Youth Leadership	\$1 000	\$0	grant cancelled, project was not registered by Belarus Government	N/A
79	Pinsk Public Organization "Association of the Belorussian Language"	CAP-B04-YL-03	Youth Leadership	\$966	\$0	grant cancelled, project was not registered by Belarus Government	N/A
80	Ossipovichy Association of Assistance to Handicapped Children and Young People	CAP-B04-YL-04	Youth Leadership	\$997	\$0	grant cancelled, project was not registered by Belarus Government	N/A
81	Public organization "Belorussian literary union "Polotsk branch"	CAP-B04-YL-05	Youth Leadership	\$798	\$17	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
82	Smorgon Public Association of Large Families	CAP-B04-YL-06	Youth Leadership	\$995	<b>\$995</b>	completed	Increased young peoples' capacity with conflict-resolution, how to express alternate points-of-view by creating a debate club and to conduct debates. 40 young people trained in effective communication, working in group, conflict resolution and debates skills. Series of debates on key issues for young people -- subjects organized and conducted by young people.
83	Rogachev Public Organization «Entrepreneur»	CAP-B05-CI-01	Community Initiatives	\$18 987	<b>\$0</b>	grant cancelled, project was not registered by Belarus Government	N/A

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
84	“Nadezhda” territorial public self-government committee (TPSGC)	CAP-B05-CI-02	Community Initiatives	\$23 900	<b>\$19 800</b>	completed	<p>More then 3000 Citizens of “Parkovaya” local community (Baranovichi, Brest region) created a, first-of-its-kind in Belarus, Local Community Council.</p> <p>The Community Council includes 3-5 elected and delegated activists from each multiplex residential building located in this community. Capacity of delegated activists in the area of local self-governing processes was significantly increased through series of training workshops.</p> <p>The program of territorial development based on the priorities identified by citizens as the result of participatory community appraisal for next 2 years was developed; fundraising campaign to implement this program has been conducted on an on-going basis.</p> <p>Series of public events to improve living conditions in this community were conducted.</p> <p>The entire population of the community now is involved in the process of implementing community-initiatives by participating in electing and delegating representatives to a local Community Council, participatory community appraisal, providing feedback and requesting response from Community Council, contributing cash and labor to implementation of above mentioned program of territorial development.</p>

#	Name of Organisation	Grant Number	Activity Sector	Total Grant Awarded	Total Grant Absorbed	Implementation status	Grant Project Impact
85	Innovation Foundation for Legal Technologies	CAP-B05-CI-03	Youth Leadership	\$8 590	<b>\$8 590</b>	completed	Increased capacity of 40 students of Belarus Law Schools to provide legal support and assistance to civil society organizations and civic initiatives. Promoted <i>Pro Bono</i> legal assistance practices and enhanced awareness of civil society within law students. Students received training on access to legal assistance in frames of national and international laws, training in effective communications, practical training on collecting and distributing the information among population. Nationwide network of legal clinics was created .
TOTAL				<b>\$846 931</b>	<b>\$362 322</b>	Completed: 30	Implemented partially: 7 Cancelled: 48

## **ATTACHMENT H – Community Action Lawyers Program**

### **Community Action Team Lawyers Are Formed to Solve Community Problems**

Increased legal knowledge facilitates a community's capacity to promote pro-active initiatives that engage citizens in problem solving activity. This is distinct to any 3<sup>rd</sup>-sector stereotype where local community service organizations (CSOs) may be seen as a passive coordinating-body where an individual would come to apply for a service as a last recourse, after having received no satisfaction from relevant state bodies/agencies.

August 17, 2003 marked the official launch of a major joint-program of Counterpart International and ABA/CEELI that aimed to strengthen civil society in Belarus. Though co-funded activities between the two groups are not new; what is new is an agreement to "join forces" through support of a common strategy that meets both CAP and ABA/CEELI objectives in support of community development.

The two-day Minsk event, held on 16-17 August, marked the beginning of a 5-month public legal education pilot training program, that was to be followed by CAP grant-supported local initiatives, designed and implemented by community action teams. The training program was supplemented with specialized technical assistance, cross-border exchanges, and one international conference in Minsk.

The public legal education component and the legal community action teams, was unique because they not only sought to promote increased professional capacity and skills of the 18 legal experts selected to participate in the program, but also the joint-program aimed to apply this increased capacity to specifically support community development through the CAP program's public clubs.

Legal consultations, and more direct involvement by local legal experts in public clubs and related community activity, allowed the community leaders to promote transparency in local governance, to more effectively strategize, and to promote outreach and support for local solutions to local problems. Once a month, community action lawyers teams were brought together to identify problems in their respective communities, formulate action plans to address these problems, and discuss progress made and lessons learned in their ongoing work to build their communities. Community Action Team Lawyers also received training in substantive law relevant to community development work as well as advocacy skills training. Community Action Team Lawyers were requested to commit to coming to Minsk every month. The Community Action Team Lawyers also were requested to commit to utilize this training in furtherance of community development work in their own localities.

Lawyers who volunteered to join the Community Action Team Lawyers Program received information on both Counterpart and ABA programs, and completed a needs-assessment form structured to allow a better understanding of this diverse group's knowledge, skills and attitudes with respect to the legal components of the Program. Lawyers participated in a Negotiation skills workshop – a substantive training designed to develop lawyers' skills and knowledge and further their professional development. Presentations and role-plays addressed issues such as conflict prevention, negotiation styles and methods and techniques. Participants reflected a high degree of satisfaction with the process and substance of the training, and expressed a willingness to remain actively engaged in the new program.

A second training "Internet Resources in Legal Practice" was conducted in Minsk on September 28, 2003. Twelve lawyers from six cities (Rogachev, Mosty, Mozyr, Vitebsk, Soligorsk, Minsk) gathered at an Internet-club in Minsk to enhance their performance by computer/Internet research. They were introduced to a Community Action Lawyer Listserv technology, and to a live demonstration on how to use the listserv to call on the network of lawyers for assistance; how to research the answer to a fellow lawyer's call for assistance; and then respond to the network via the listserv.

The training's objectives were also to get the lawyers' team acquainted with an expanse of Russian-language Internet-resources, free access to legislative acts, and to practice their use. Participants registered their virtual community at [www.narod.yandex.ru](http://www.narod.yandex.ru) and used it for information exchange, to discuss legal problems and for other communication purposes under the project's framework. It also provided opportunities to post photos, announcements, and news on the legal community's web-site.

It is foreseen that legal experts participating in the CAP/ABA Community Action Team Program, may become founding members of future local public clubs and community development foundations. Two, CAP public club representatives made presentations on the public club model and on community development foundations during the event. These two "structures" would be key beneficiaries of the legal education and community action team program.

The cadre of community development legal experts represented an expanded resource to local groups and their initiatives that would ultimately benefit entire communities. Often in recent CAP program experience, many NGOs and local groups refrained from conducting activity because they simply were not aware that existing legislation would indeed support their initiatives. Thus they limited their activity to more traditional social service provision and remained relatively stagnant in operations and outreach. As groups began to have a more clear understanding of relevant laws, they began to be pro-active and focus on community-wide issues and outreach --well beyond traditional constituents and membership.

**ATTACHMENT I – Cost Share and Leveraging**

**COUNTERPART INTERNATIONAL BELARUS CIVIL SOCIETY STRENGTHENING  
PROJECT  
COST - SHARE CERTIFICATION STATEMENT**

PERIOD REPORTED April 1, 2003 - September 30, 2005

Description	FY2004	FY2005	FY2005 adjustment *	TOTAL
<b>I TRAINING PROGRAM</b>				
Participants travel expences	\$145			\$145
Rent of Space	\$1 197			\$1 197
Other training expences	\$240			\$240
<i>Subtotal</i>	\$1 582	\$0	\$0,00	\$1 582
<b>II GRANTS PROGRAM</b>				
CAP grantee's cost-share	\$20 7856	\$22 076		\$42 861
<i>Subtotal</i>	\$20 786	\$22 076	\$0,00	\$42 861
<b>III CHAP PROGRAM</b>				
Humanitarian assistance delivered to CAP partners (non-USG originated)	\$66 217		\$78 038	\$144 255
<i>Subtotal</i>	\$66 217	\$0	\$78 038	\$144 255
<b>IV OTHER</b>				
Public events	\$167			\$167
Equipment		\$3 250		\$3 250
<i>Subtotal</i>	\$167	\$3 250	\$0	\$3 417
<b>V COUNTERPART SUB-CONTRACTORS COST-SHARE</b>				
<b>Alliance of Consultants and Trainers (ACT)</b>				
Supplies and Services for Events		\$950		\$950
Trainers and Facilitators Fees		\$4 110		\$4 110
Decentralized Cooperation Project		\$50 324		\$50 324
<i>Subtotal</i>	\$0,00	\$55 384	\$0,00	\$55 384
<b>TOTAL</b>	\$88 752	\$80 710	\$78 038	\$247 499

\* FY2005 adjustment – Counterpart Humanitarian Assistance to Public Clubs delivered during FY2005, but documented after Sep 30'2005 in the process of Counterpart Program Final Report preparation.

**COUNTERPART INTERNATIONAL BELARUS CIVIL SOCIETY STRENGTHENING  
PROJECT  
COST – SHARE CERTIFICATION STATEMENT DETAILED**

**I. COUNTERPART TRAINING PROGRAM – in-kind local inputs  
FY2004**

LOCATION	DESCRIPTION	AMOUNT
Managers Course	Travel of participants	\$ 145.00
CAP/IATP training “Creating Web-site of Public Club Basics”	Rent of space and trainers	\$ 240.00
Rogachev	Rent of Space	\$ 195.00
Komarovo	Rent of Space	\$ 80.00
Zhlobin	Rent of Space	\$ 30.00
Zhodino	Rent of Space	\$ 30.00
Grodno	Rent of Space	\$ 70.00
Machulichi	Rent of Space	\$ 320.00
Ossipovichi	Rent of Space	\$ 65.00
Minsk	Rent of Space	\$ 92.00
Liozno	Rent of Space	\$ 15.00
Borisov	Rent of Space	\$ 120.00
Baran	Rent of Space	\$ 40.00
Rechitsa	Rent of Space	\$ 80.00
Smorgon	Rent of Space	\$ 60.00
<b>Subtotal</b>		<b>\$ 1 582.00</b>

**II. Counterpart Grantees Cost Share**

#	Name of Organization	Number of agreement	Total Grant Award Committed	Total Grant Expenses FY2004	Total Cost-Share Declared
<b>FY2004</b>					
1	Post – Youth Educational Center	CAP-B03-MG-13	\$10 000.00	\$10 000.00	\$ 994,62
2	Rogachev Public Organization «Entrepreneur»	CAP-B03-MG-14	\$7 943.00	\$6 876.00	\$ 509,98
3	Public Association “Women for restoration of Narach region”	CAP-B03-MG-15	\$9 814.00	\$9 814.00	\$ 50,00
4	Public Association of Young Intellectuals “VIT”	CAP-B03-MG-16	\$9 986.00	\$9 986.00	\$ 509,96

#	Name of Organization	Number of agreement	Total Grant Award Committed	Total Grant Expenses FY2004	Total Cost-Share Declared
5	NGO "Center of Economic Knowledge "UNPRED"	CAP-B03-MG-17	\$9 845.00	\$1 758.00	\$ 5 923.27
7	Charitable Public Organization «Snowflower»	CAP-B03-MG-19	\$9 997.00	\$9 997.00	\$ 231.89
8	Liozno Organization of PA "Belorussian Council of Invalids"	CAP-B03-MG-20	\$9 186.00	\$8 975.00	\$ 492.85
9	Ossipovichy Association of Assistance to Handicapped Children and Young People	CAP-B03-MG-21	\$7 793.00	\$7 665.00	\$ 1 480.52
11	New Kastaliya – Youth Public Association	CAP-B03-MG-26	\$4 980.00	\$4 980.00	\$ 290.00
12	Smorgon Public Association of Large Families	CAP-B03-MG-27	\$4 243.00	\$6 755.00	\$ 385.00
13	Smorgon Social Agency	CAP-B03-MG-28	\$4 994.00	\$4 937.00	\$ 780.00
16	BANT – Belorussian Association of Non-Government Television	CAP-B04-IS-02	\$10 397.00	\$10 030.00	\$ 1 683.44
17	Belorussian Women League	CAP-B04-MG-01	\$4 549.00	\$4 539.00	\$ 6 405.36
19	Smorgon branch of Belorussian society of people with visual disabilities	CAP-B04-MG-03	\$4 732.00	\$4 732.00	\$ 1 048.82
<b>Subtotal FY2004</b>					<b>\$ 20 785.71</b>
<b>FY2005</b>					
1	Belorussian Public Association of Riding and Hippo Therapy	CAP-BO4-SG-02	\$20 086.00	\$13 991.32	\$10 073.21
2	Public Association «Trust»	CAP-BO4-SE-02	\$13 855.00	\$13 854.64	\$5 160.00
3	Baran City organization of NGO "Belorussian Association of Assistance to Handicapped Children and Young People"	CAP-BO4-SG-03	\$15 895.00	\$11 257.64	\$770.00
4	International Charitable Public Association	CAP-BO4-SG-04	\$20 000.00	\$19 917.97	\$2 000.00

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#	Name of Organization	Number of agreement	Total Grant Award Committed	Total Grant Expenses FY2004	Total Cost-Share Declared
	“Nicole”				
5	Public Association «Amrita»	CAP-BO4-SG-08	\$18 277.76	\$2 811.00	\$0.00
6	International Public Association «Ponimanie»	CAP-BO4-SG-12	\$17 161.00	\$19 051.07	\$2 237.50
7	International Public Organization «Voluntas»	CAP-BO4-SG-19	\$15 500.00	\$4 645.00	\$975.13
8	Youth Public Organization “The Real World”	CAP-BO4-SG-20	\$20 000.00	\$15 650.00	\$0.00
9	‘Nadezda’ territorial public self-governance committee (TPSGC)	CAP-BO5-CI-02	\$23 900.00	\$10 033.00	\$0.00
10	Innovation Fund for Legal Technologies	CAP-BO5-CI-03	\$8 590.00	\$7 738.00	\$860.00
<b>Subtotal FY2005</b>					<b>\$22 075.84</b>
<b>TOTAL Sub-Grantees Cost-Share</b>					<b>\$42 861.55</b>

**III. Counterpart International Humanitarian Assistance non-USG originated**

#	Name of Organization	Value of humanitarian Assistance delivered
<b>FY2004</b>		
1	Belarusian Association for Assistance to Handicapped Children and Young Invalids, Baran City Organization	\$ 1 800.00
2	Territorial Center for Social Services of Population, Smorgon	\$ 3 000.00
3	Belarusian Association for Assistance to Handicapped Children and Young Invalids, Baran City Organization	\$ 2 400.00
4	Belarusian Society of Deaf, Public Amalgamation, Rechitsa Raion Organization	\$ 3 000.00
5	Belarusian Society of Invalids, Public Amalgamation, Smorgon Raion Board	\$ 2 100.00
6	Belarusian Society of Sight Invalids, Public Amalgamation, Baranovichy Raion Organization	\$ 11 610.00
7	Belarusian Society of Sight Invalids, Public Amalgamation, Rechitsa Raion Organization	\$ 3 300.00
8	Belarusian Society of Sight Invalids, Public Amalgamation, Smorgon Raion Organization	\$ 2 100.00
9	Smorgon Public Association of Large Families	\$ 4 050.00

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#	Name of Organization	Value of humanitarian Assistance delivered
10	Liozno Raion Territorial Medical Amalgamation	\$ 3 000.00
11	Children Shelter, Liozno	\$ 2 550.00
12	Territorial Center for Social Services for the Population, Liozno Raion	\$ 3 150.00
13	Belarusan Society of Invalids, Public Amalgamation, Grodna City Board	\$ 8 222.00
14	Belarusan Society of Sight Invalids, Public Amalgamation, Grodna Oblast Board	\$ 8 045.00
15	Belarussian Fund of Charity and Health, Brest Branch	\$ 1 590.00
16	Belarussian Fund of Charity and Health, Gomel Oblast Branch	\$ 3 000.00
17	Belarussian Fund of Charity and Health, Mogilev Branch	\$ 1 800.00
18	Fund of social adaptation and labor rehabilitation of disabled children with art abilities "Blue cost"	\$ 1 500.00
<b>Subtotal FY2004</b>		<b>\$ 66 217.00</b>
<b>FY2005</b>		
1	Gorki Center of Outdoor Activities	\$966
2	Osipovichy Children Youth Club of Tourism and Country Study	\$2 521
3	Kobrin Phsychoneurological Dispensary	\$926
4	Liozno Raion Territorial Medical Amalgamation	\$3 025
5	Children Shelter, Liozno	\$491
6	Department of Labor and Social Protection, Baranovichy Raion Executive Council	\$741
7	Gorki Raion Center for Social Services of Population, Establishment	\$3 137
8	Territorial Center for Social Services for the Population, Liozno Raion	\$1 636
9	Association of Former Underage Prisoners of Fascism, Public Amalgamation, Rogachev City Organization	\$4 946
10	Belarusan Association for Assistance to Handicapped Children and Young Invalids, Osipovichy Branch	\$1 780
11	Belarusan Association for Assistance to Handicapped Children and Young Invalids, Public Amalgamation, Brest City	\$1 959
12	Belarusan Society of Invalids, Public Amalgamation, Smorgon Raion Board	\$3 108

#	Name of Organization	Value of humanitarian Assistance delivered
13	Belarusan Society of Sight Invalids, Public Amalgamation, Kobrin Raion Organization	\$7 090
14	Kobrin Children Village, Educational Establishment	\$2 977
15	Parusa Detstva (Sails of Childhood) City Charitable Public Amalgamation, Rogachev	\$17 509
16	Rogachev Raion Charitable Public Amalgamation of Large Families	\$9 254
17	Rogachev Society of Parents having Disabled Children from Childhood	\$7 627
18	Smorgon Public Association of Large Families	\$4 174
19	Spring of Charity and Health, Rogachev Raion Public Amalgamation	\$4 171
<b>Subtotal FY2005</b>		<b>\$78 038</b>
<b>TOTAL Counterpart Humanitarian Assistance</b>		<b>\$144 255</b>

**IV. Other**

DESCRIPTION	AMOUNT
<b>FY2004</b>	
Machulishchi business structures, funding public events	\$ 167.44
<b>Subtotal FY2004</b>	<b>\$ 167.44</b>
<b>FY 2005: PROGRAM PHASE-OUT</b>	
<b>EMPLOYEES PRIVATE COMPUTERS USED FOR PROGRAM IMPLEMENTATION</b>	
Hugh Orozco personal lap-top computer HP Pavilion	\$ 1 400.00
Tomas Verteletskyy personal lap-top computer Prestigio 143	\$ 1 050.00
Tomas Verteletskyy personal desk-top computer PII	\$ 200.00
Raissa Sinelnikova personal desk-top computer PIV	\$ 600.00
<b>Subtotal FY2005</b>	<b>\$ 3 250.00</b>
<b>Subtotal Other</b>	<b>\$ 3 417.44</b>

**V. COUNTERPART SUB-CONTRACTORS COST-SHARE**

**Alliance of Consultants and Trainers (ACT) FY2005**

DESCRIPTION	SOURCE	AMOUNT
Space rent and meals in communities for 32 ACT events	in-kind local inputs	\$ 950.00
Fees for local co-trainers, co-facilitators and organizers in ACT events	cash local inputs	\$ 620.00
ACT trainers compensation	UN, cash	\$ 3 490.00

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"Decentralized cooperation" project - support civil society in 3 of CAP communities implemented by ACT and its Lithuanian Partner*	European Commission	\$ 50 323.69
<b><i>Subtotal Sub-Contractor Cost-Share</i></b>		<b>\$ 55 383.69</b>

\* "Decentralized Cooperation Project" supports civil society in 3 communities related to the Counterpart Public Club network - Mozyr, Svetlagorsk and Rechitsa. Total amount funded by European Commission – EUR 83,015.10; at least half of project budget is absorbed by Alliance of Consultants and Trainers (ACT); the rest is to be used by their partner - Lithuanian National Development Institute.