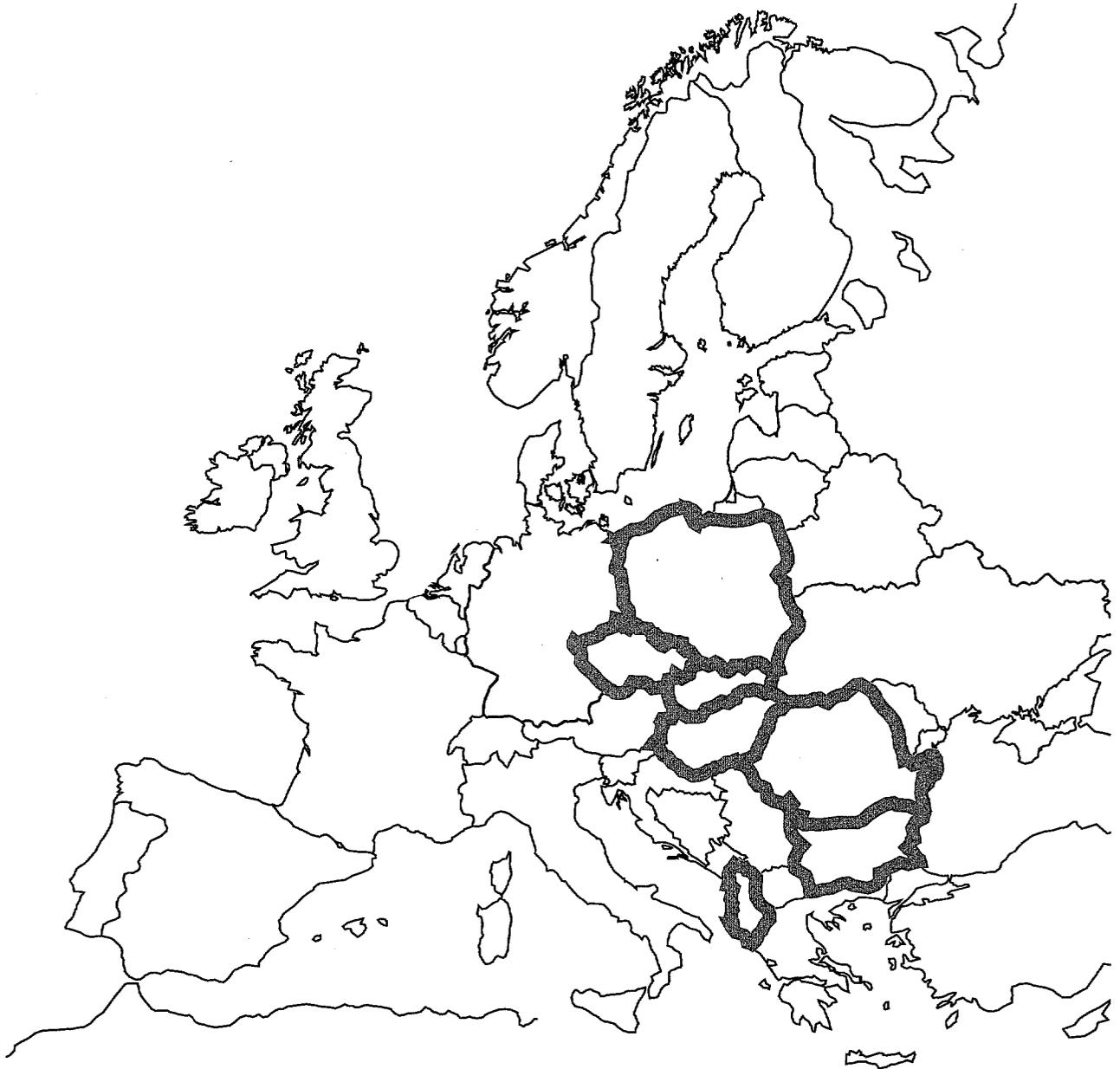


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# Lessons Learned & New Directions in Democracy Building

## Nongovernmental Organization Development in Central & Eastern Europe



Workshop Report  
Lublin, Poland  
November 8-12, 1993

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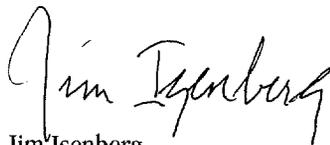
# Preface

We are pleased to present this report of the first regional workshop of private voluntary organizations, which took place in Lublin, Poland in November 1993. The workshop offered an unusual opportunity for American and Central and Eastern European PVO representatives to exchange experiences, to discover common problems and aspirations and to reach shared judgments on needs for the future. It offered a chance for reflection in a collective setting, leading to an outcome far more meaningful than a simple sum total of individual views. Not least, it enabled the PVO participants to present a carefully considered list of key findings and recommendations to the U.S. Agency for International Development (USAID).

The discussion pointed up the contributions that Central and Eastern European nongovernmental organizations are able to make toward the building of democracy in the region. It showed, too, what can be accomplished by American PVOs working in genuine partnership with local NGOs, as well as the need to build and further expand these relationships. As the process evolves, local NGOs should be increasingly able to assume the leading role, while their American partners begin to retire from the scene.

We were struck by the array of talent that the participants brought to the workshop. This contributed greatly to the depth and quality of the discussion. It also served to remind us of the competence and dedication of the many people in the region, and their foreign partners, who are working through local, nongovernmental institutions to improve their societies.

OIC International and the American Committee for Aid to Poland are proud to have been chosen to host this workshop. We believe that it proved the value, if any proof were needed, of this kind of informed, structured discussion among PVO representatives with direct experience on the scene. We hope that it will be the first in a series of such events in the region.



Jim Isenberg  
OIC International



Gifford D. Malone  
American Committee  
for Aid to Poland

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## xecutive summary

The post-communist period has seen a rapid growth of nongovernmental organizations (NGOs) in many of the countries of Central and Eastern Europe. These organizations have a vital part to play in addressing societal needs. At the same time, as voluntary, citizen-based institutions, they can make a major contribution to building solid foundations for a healthy democracy. In these countries American private voluntary organizations (PVOs) are playing an important role, working with local groups, to create new models for providing services and stimulating local initiatives.

Notwithstanding significant differences in levels of development within the region, American PVOs and their local NGO partners face many of the same problems. They have much to learn from each other and much to teach others on the basis of their experience. The workshop held in Lublin, Poland, from November 8 to 12, 1993, was an important first step in bringing together American and Central and Eastern European PVO representatives from throughout the region to discuss lessons learned and apply hard-earned knowledge to identifying what is needed now and in the future. Funded by the U.S. Agency for International Development (USAID), the workshop also permitted USAID representatives to describe the new course the agency intends to follow in the period immediately ahead and to benefit from the views of PVOs with intensive experience in the region.

The workshop, among its many useful results, produced a list of key findings and recommendations for USAID drawn up by the participants after five days of discussion. The participants strongly emphasized the importance of USAID support for the development of NGOs in the region. This report contains a complete listing of the findings and recommendations. The most important of the findings were:

- The development of indigenous NGOs is of great importance in forming a civil society.
- Given the level of development of the social, political and economic infrastructure of post-communist countries, time is required before these NGOs can have an important impact.
- Outside resources directed toward indigenous NGO development should take full advantage of existing NGOs, utilizing their experience and avoiding high start-up costs of new organizations.
- Service delivery must continue to be an integral part of NGO development.

- Programs should be coordinated with those funded by Western European countries.
- USAID needs to adopt a longer time-frame for achieving indigenous NGO sustainability.
- USAID should be aware of the differences among countries of the region and think in terms of country-specific programs.
- USAID should draw upon the experience of PVOs and indigenous NGOs in the region in determining its future directions.
- USAID should contribute to building democracy at the local level by supporting NGOs working outside the largest cities.
- USAID should encourage information exchange and coordination:
  - among USAID-funded and non-USAID-funded PVOs and NGOs within countries and within the region.
  - between US-funded and European-funded PVOs and NGOs.
- USAID missions in each country should be more involved in Washington-based decisions regarding that country.

The participants constituted a group unusually well qualified to address the issues at hand. Their biographies and descriptions of their organizations are appended to this report.

The workshop was structured so as to emphasize general participation, sharing of information and common responsibility for the outcome. It created a participatory environment through facilitated dialogue distinctly different from the traditional conference mode and one quite new to most of the participants. It provided in its own way an example of democracy and partnership in action. This facilitative format might well be replicated in other meetings in the region.

One strong conclusion emerging from the workshop and confirmed by the participants' post-workshop evaluations was that this should not be a one-time event. It should be seen, rather, as the first in a series of regular meetings. Building upon the experience of the Lublin workshop, such meetings can become an increasingly valuable mechanism for information sharing, cooperation and planning for American and Central and Eastern European policy makers and program managers.

# B ackground

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## REWRITING HISTORY

New societies with new rules are being formed in Central and Eastern Europe. Since 1989, the people of the region have ousted their ruling communist regimes and begun the difficult task of constructing new political and economic systems. As market-oriented economies have begun to replace state-operated, centrally-controlled structures, Central and Eastern Europeans have been forced to confront an entirely new set of social, political, cultural, and economic realities.

It is increasingly clear that new rules forming the fabric of the emerging civil society must be rooted in democratic principles and processes, in values of pluralism and diversity, in the right to basic freedoms and in the ability of people to build sound and enduring civic structures to address complex societal needs.

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## NGO DEVELOPMENT IN CENTRAL AND EASTERN EUROPE

A number of new players have served as catalysts for this massive social transformation. The ongoing transition from centralized control and command structures toward individual-oriented democratic systems has seen a broad, though uneven, growth of NGOs. Such institutions have a vital role to play in addressing critical human needs and, at the same time, form the backbone of a civil society within which grassroots initiatives can flourish.

In Central and Eastern Europe, thousands of nongovernmental organizations have formed with a variety of missions ranging from environmental concerns to civil rights to human welfare. Poland, with some 4,500 functioning NGOs, has experienced rapid growth of this “third sector.” Hungary, likewise, has seen considerable expansion in the number of such organizations.

*“You have helped to rewrite recent history. Democratic opportunities during the past decade are a result of your concerted, often courageous efforts at democracy building.”*

*The Honorable J. Brian Atwood  
Administrator  
U.S. Agency for International Development  
In his message to workshop participants*

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Other countries in the region have thus far proven to be less fertile ground for local initiatives and cooperative efforts. In Romania, for example, the “third sector” is much less developed, while Albania is only beginning this process. Disparity in the numbers and types of grassroots organizations springing up in Central and Eastern European countries partly reflect differences in receptivity to democratic approaches.

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## **USAID’S ROLE**

Since 1989, assistance has flowed into the region from individual charitable contributions, private foundations, churches, and foreign governments. The massive failure of communist-run economies and the wrenching changes required to transform them into free market systems created a need for humanitarian services of all kinds.

### **Primary objectives**

In response to these needs, USAID made funding available for humanitarian aid to Central and Eastern Europe. The primary objectives during the initial phase were:

### **Quick start-up**

- to quickly respond to crises resulting from radical change in the region, and

### **Stimulate development**

- to stimulate NGO development as an important initial step toward achieving sustainable development.

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## **PVO & NGO PARTNERSHIPS**

### **Working with indigenous institutions**

PVOs have been able to act as effective deliverers of services by working hand-in-hand with indigenous institutions within developing nations. PVOs and their local partners seek to enhance the quality and range of programs available by developing initiatives to address needs, by providing leadership, training and technical assistance.



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### **Diversity of programs**

PVOs operating in Central and Eastern Europe during the past three years have reflected a diversity of programs as well as implementation strategies. Given varying economic, health, and environmental conditions throughout former communist countries, the initial round of funding concentrated, in many cases, on emergency relief to people in acute need. Other PVOs conducted programs such as business development, human resources, technical and management training, information exchange, and conflict resolution. A brief description of PVOs attending the Lessons Learned & New Directions Workshop is included in the Appendix.

In his opening video address to workshop participants, J. Brian Atwood, Administrator of USAID, highlighted his agency's commitment to working "*in both Washington, D.C. and missions abroad... [with] individuals, communities, governments, NGOs and PVOs to further the democracy process as part of sustainable development.*"

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### **ILLUSTRATIVE PROJECTS**

Projects initiated since 1989 have helped to accentuate the difficulty and complexity of building democracy on the ruins of a communist system. This list is a small sampling of the projects currently underway:

- ***Opportunities Industrialization Centers (OIC) International***  
and its Polish affiliate, OIC Poland, provides programs to support job creation, business advisory programs, career development training, and a business incubator system.
- ***American Committee for Aid to Poland (ACAP)***  
provides informational, coordinating and facilitating programs to help build a civil society and lay the foundations for a workable and enduring democracy.
- ***Aid to Artisans***  
helps create economic opportunities for craftspeople in emerging democracies.
- ***World Vision's***  
Children of Romania project assists Romanians in improving health care services for institutionalized children.
- ***Organization for Rehabilitation Through Training International Corporation (ORT)***, through its Albania Human Resource Development Project, provides vocational training for former political prisoners and family members.

# W

## orkshop strategy

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### GENESIS FOR THE WORKSHOP

Early in 1993, USAID proposed a regional workshop for PVOs and NGOs working in the Bureau for Europe's humanitarian assistance and development project. OIC and ACAP were invited to host the first workshop of its kind in Central and Eastern Europe. OIC Poland was selected as the in-country host organization.

The event, scheduled for the fall of 1993, was envisioned as a unique opportunity for PVOs and NGOs to come together for exchange and dialogue in a participatory, interactive format. The workshop was to take place four years from the time most countries of the region had begun the difficult transition into a post-communist era.

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### MULTIPLE OBJECTIVES

The workshop was to be the first collective evaluation of PVO activities in the region. Its chief objectives were the following:

#### **Share lessons**

Hard-earned lessons learned in the process of NGO development in emerging democracies could be shared among colleagues and transferred to parallel situations in other countries.

#### **Build support**

PVOs and NGOs could begin to build a support network.

#### **Feedback to USAID**

USAID could receive direct feedback from grantees about the first round of initiatives unfolding in Central and Eastern Europe.

#### **Communicate new directions**

The international meeting could serve as a forum to communicate the new directions for the next funding cycle.

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### AN IDEA WHOSE TIME HAD COME

#### **A model of democracy and partnership in action**

The workshop would be a working model of democracy and partnerships in action. Together, NGO and PVO practitioners and USAID in-country representatives could build and strengthen their relationships. In a learning environment distinctly different from the traditional conference mode, participants would find ways to take charge of their own destinies and learn strategies for influencing political, economic, and social reformation. As the dialogue and collaboration evolved, the Lessons Learned & New Directions Workshop rapidly became "an idea whose time had come."

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**THE SETTING:  
DEMOCRACY-BUILDING  
IN ACTION**

**Leadership role of local NGO**

OIC Poland, established in 1991, is a Lublin-based NGO specializing in business development, technical training, and economic initiatives to support the newly emerging market economy in Poland. OIC Poland, as our sponsor and host for the workshop, demonstrated leadership by example through the various ways the organization exposed all the attendees to the economic, political, and cultural backdrop of the Lublin area.

Lublin is at the heart of the Lublin Province and is known for agriculture, its low pollution levels, and its young population, with nearly 50% under 30 years of age. Lublin is also the home of Catholic University.

**Cooperation from all levels of government**

One of the noteworthy aspects of the workshop was the visible cooperation between OIC Poland and local and regional government. This collaboration was demonstrated in many ways, including our use of two important public facilities—The Czartoryski Palace and The Trybunal, both in the center of Old Lublin. Before this event, neither building had been utilized for an assembly such as the Lessons Learned Workshop.

The cooperation with local officials in making arrangements for the meeting was evident as the group gathered for the Opening. Their visible and enthusiastic support validated the importance of the NGO community in the region and its role in helping to shape policy.

Among the Polish dignitaries who addressed the group were Radek Jasinski, Director of OIC Poland, Adam Cichocki, the Governor of Lublin Province, Leszek Bobrzyk, the Mayor of Lublin and Stanislaw Weglarz (standing), a former member of Parliament, union leader, and the Chairman of OIC Poland's Board of Directors.



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## DIVERSE PARTICIPANTS

Participants attending the workshop traveled from all over Central and Eastern Europe as well as the United States. Countries represented at the gathering included Albania, Bulgaria, Czech Republic, Slovak Republic, Hungary, Poland, and Romania. Practitioners from PVOs, NGOs as well as USAID in-country staff constituted the attendees. The event brought together a notably well qualified group of participants. Biographies are included in the Appendix.



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**AN INTERNATIONAL  
LEADERSHIP TEAM**

The leadership team for the workshop included staff from OIC International, OIC Poland, ACAP, USAID, and a team of facilitators from the United States and Eastern Europe.

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**GROUP FACILITATION**

The team of facilitators was composed of four Eastern Europeans and three Americans, all with extensive experience in leadership development and group dynamics. The Eastern Europeans, affiliated with Partners For Democratic Change, in conjunction with the American consultants provided a unique blending of facilitation and democracy-building talents.

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**INTERACTIVE FORMAT**

The workshop format served as a primary vehicle for conveying the spirit and intent of the event. Democratic principles, shared leadership, dialogue, freedom of expression, and encouragement of diverse viewpoints were reflected in the workshop design.

To encourage a high degree of interaction and participation, a variety of configurations were employed, including small group discussions, large group interactive sessions, question and answer, and presentations from small groups.

Another feature of the format involved the use of facilitators for both large group sessions and small group sessions. The facilitator's role was to help foster a group environment where individuals could be fully heard, accepted, and contribute to the collective work in the most constructive way.



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### **INSPIRING MESSAGES FROM EASTERN EUROPEANS**

As the local representatives welcomed the group to Poland and to Lublin, they described the journey from their communist past to the Poland of today. Stanislaw Weglarz, Chairman of OIC Poland, movingly captured the spirit of the evening in describing the steps leading to OIC Poland's formation. Although the methods were not clear at the beginning, the vision for the organization was.

From each speaker we heard about ways that people throughout Central and Eastern Europe have risked their lives for the proposition that liberty, dignity and individual worth are not just for people living in the developed world.

Both the Mayor of Lublin and the Governor of the Lublin Province conveyed how honored they felt to be able to host such a historic meeting. Finally, the gathering was greeted by our sponsors, Jim Isenberg of OIC International, Gifford Malone of ACAP, and John McEnaney of USAID.

*“We knew one thing—that we could not stand by, that we had to cope with our problems by ourselves; we had to find partners, gain knowledge and experience, apply for the resources to carry out our plans.”*

*Stanislaw Weglarz  
Chairman of OIC Poland  
In his speech to the group at the Opening*

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**LESSONS LEARNED  
IN ORGANIZATIONAL  
DEVELOPMENT**

Exploring lessons learned during the last three years served as a primary topic. Participants exchanged ideas and insights about the essentials for NGO organizational development. There was a strong consensus about the importance of the following:

- Conducting ongoing **needs assessment** of the local community and/or region to define specific problems.
- Building a clear sense of **mission**, including measurable goals, ways to evaluate program effectiveness, and strategies for incorporating programs and services into national, regional, or local structures.
- Developing a **strong financial base** of support which can sustain an organization on a long-term basis beyond initial grant project funding.
- **Training** staff members, board members and volunteers in leadership and organizational skills which contribute to sound management practices.
- **Educating the local citizenry** about the availability of programs and their demonstrable value, credibility and effectiveness.
- **Networking** with other organizations, interest groups and governmental representatives in order to build collaborative relationships which can lobby for needed changes.
- Appreciating the fact that building the organizational capacity of NGOs requires concerted effort over a period of **time**.

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## **NGO/PVO SUCCESS STORIES**

Throughout the four days of the workshop, staff from OIC Poland interviewed individual participants and asked the following question:

“What do you consider to be the biggest success of your NGO/PVO?”

Here are some of the responses:

“We are an NGO that introduces real changes in the country with a long distance effect and proves to people that it is stable and is reaching far into the future.”

**Emanuel Papagheorghiu, Feed the Children of Romania**

“Our PVO operates in Albania. Our project started under the socialist government. Within two years we have survived political and economic changes and have become a major training resource in Albania.”

**Aferdita Xhafo, ORT International, Albania**

“We helped community leaders to discover their own potential and possibilities and use them in the most effective way on the local level.”

**Stanislava Buchowska, Delphi International, USA**

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## **LESSONS FROM THE WORKSHOP**

In the workshop evaluation, participants were asked to indicate their views on what the workshop accomplished. In their own words, the following comments reflect what people had to say about the experience:

### **Common ground**

“We found a ‘common language’ and mutual understanding in spite of the fact that different people work with different organizations, solve different problems and probably have different priorities reflecting their immediate needs.”

“The European participants developed a sense of common purpose and objectives and [the workshop] helped foster better relations between Europeans and Americans.”

“Facilitation, collaboration and coordination among PVOs is needed and this conference went a long way to get things started.”

### **NGO/PVO contributions**

“We recognized each other’s contributions to the improvement in standards of living for one’s country.”

“We broke down preconceived stereotypes about other nationalities.”

### **Clarity**

“We achieved greater clarity in the face of much confusion.”

“We gained a clear understanding of the new USAID guidelines.”

### **Relationships**

“We formed relationships among NGOs and broke new ground in the way of working among USAID, PVOs and NGOs.”

“The group developed a sense of cohesiveness as a team.”

### **Feedback**

“We delivered a clear message as a group: The problems are bigger than expected. . . more time is needed.”

“We exposed USAID and NGO/PVO leadership to the common and differing issues facing nongovernmental development.”

Additional findings from the written evaluation are included in the Workshop Evaluation section on page 25.

*“I think that I look at success in terms of people realizing their own potential and maximizing their talents. We’ve seen people who were doctrinaire go through a major change of attitude. It is as if the ground has been frozen and suddenly the frost melts and flowers come through.”*

**Kate Kerr**  
*Aid to Artisans, USA*  
*Workshop participant*

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# N

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## USAID NEW DIRECTIONS

Representing the Bureau for Europe and the New Independent States, John McEnaney addressed the workshop participants and set forth the USAID perspective with respect to NGO development past, present, and future. In summary, his message was the following:

### 1. Promote democracy

USAID assistance to the region will support the formation and development of NGOs in Central and Eastern Europe, including the Baltic States, that will contribute to the democratic transition of the region.

### 2. Encourage sustainable development

Primary emphasis will be placed on those initiatives which promote and encourage the long-term sustainable development of NGOs as an integral part of the political, economic, social, and cultural context in which they operate.

### 3. Focus on four development sectors

USAID will focus on four sectors during the next three-year period:

- Economic restructuring
- Health & population
- The environment
- Democracy-building

### 4. Support for technical assistance

USAID will provide support for technical assistance which will strengthen the capability of local NGOs to become self-sustaining.

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## NEED FOR IMPACT ON POLICY

As NGOs seek to realize their full potential in the new democratic society, they learn to be powerful catalysts for change in the arenas in which they exist.

Following the dissolution of command-centralized governmental structures throughout Central and Eastern Europe, countries have been left with an amalgam of political, regulatory, attitudinal, and legal remnants from the past. In many cases, NGOs operate in environments that simply tolerate them. In some countries, laws still exist which actually hinder NGOs in developing a strong, popular base of support.

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## **BUILDING THE BRIDGE TO THE FUTURE**

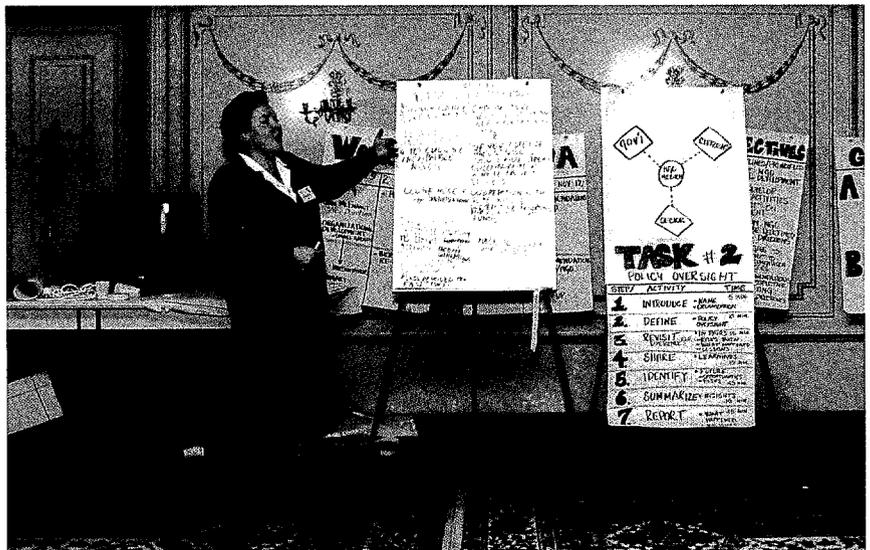
Given the shift in direction outlined by USAID, participants were eager to determine whether their current programs and services will qualify for funding under the new guidelines. The central message of the importance of NGO sustainability and capacity-building became focal points for dialogue between PVOs, NGOs, and USAID representatives.

### **Relationships critical to viability**

Workshop participants were encouraged to broaden their programs to take into consideration three critical relationships necessary for long-term viability. To achieve sustainable development, NGOs must find ways to create collaborative and interdependent relationships with:

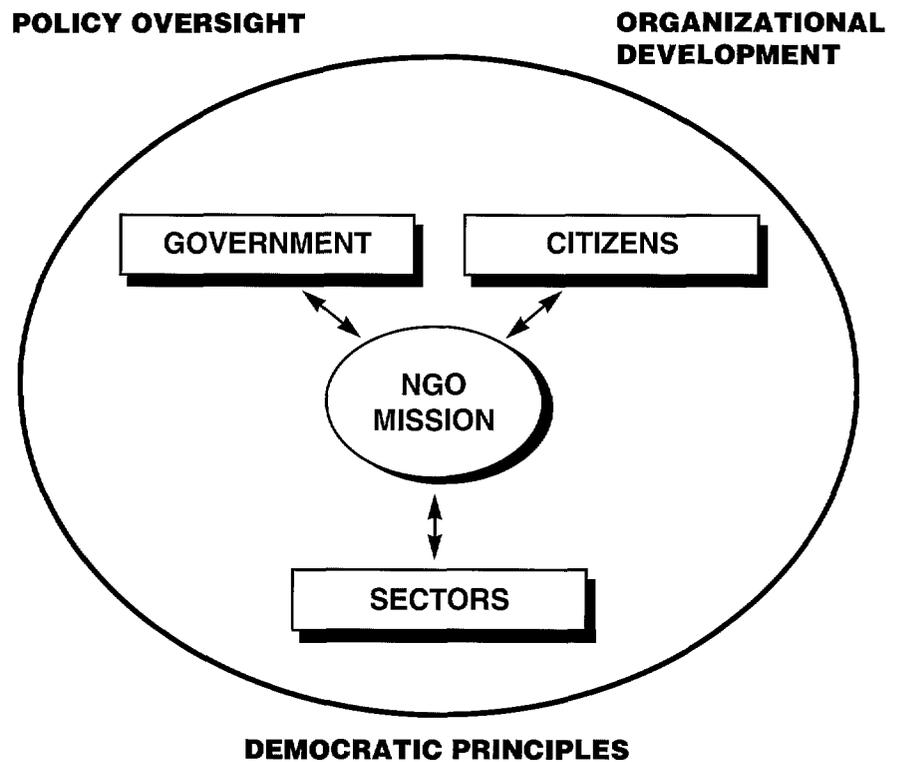
- Governmental structures
- Citizens of the community and/or region
- Other organizations seeking to influence systemic change in the areas of economic restructuring, health & population, environmental concerns and democracy building.

In small groups, NGO, PVO, and USAID representatives explored specific ways that enduring linkages can be built between NGOs and the legal, social, political and economic environments in which they exist. NGOs that play an active role in shaping the regulatory systems in which they function will be making sound investments in their futures.



NGOs can be potent forces in raising public awareness about issues, in evaluating laws, regulations and policies, in lobbying, and in building coalitions to effect lasting change. By bringing government officials together with citizens, NGOs are in an ideal position to provide a forum for building partnerships for democracy in Central and Eastern Europe.

The diagram below illustrates the expanded leadership role of NGOs. Moving forward into the next three years, NGOs will be expected to extend their circle of influence and the scope of their missions to include all the elements, not simply the specific NGO mission.



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**THE MEANING OF DEMOCRACY  
AND ITS ROLE IN NGO  
DEVELOPMENT**

Democratic principles and processes are the fundamental building blocks for a society in which people play mature roles in solving the problems of tomorrow's world. In one of the final group sessions, the community elaborated on the meaning of democracy and its critical role in NGO development. Key principles which surfaced in the discussion included:

- **Access** to services for all the people.
- Capacity to **influence** rules and regulations in the working environment that affect services.
- An **attitude of democracy** which encourages excellence, employee involvement, and customer service orientation.
- **Collaboration and participation** in resolving differences and conflicts.
- **Acceptance of differences** among people, alternative institutions as power sources and diverse approaches to issues.
- **Decentralization** of authority and decision making.
- **Listening** to others.
- Exemplifying democratic principles by **leading by example**.
- **Patience** with the amount of time required to develop democracies which reflect individual rights, participation and the importance of human involvement.
- **Trust** of others and giving the benefit of the doubt.
- Encouraging **free speech** by eliminating fear of speaking out.

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## SUSTAINABLE DEVELOPMENT

In his opening video address to the workshop, Mr. J. Brian Atwood, USAID Administrator, described sustainable development as that which “*enlarges the range of freedom and opportunity, not only day-to-day but generation-to-generation. Sustainable development permanently enhances the capacity of a society to improve its quality of life [and] builds indigenous institutions that involve and empower individuals.*”

In order for NGOs to carry out their roles, they must ensure that they have the support base that will enable continued functioning without continued reliance on international financing.

### **NGOs move to center stage**

USAID’s new program direction beginning in 1994 will support initiatives which help create favorable and “friendly” legal environments for NGOs. Building partnerships with local, regional, and national leaders and institutions which share a commitment to democracy are seen as key elements of sustainability.

### **A shift in focus**

This new direction reflects a shift in focus. Donald Pressley, the USAID Representative for Poland, stated in his remarks to the workshop participants that the assistance story in Central and Eastern Europe can be characterized as a three-act play. Act I started with the “*dissolution of command, centralized systems across Central and Eastern Europe and with the outpouring of enthusiasm, support and commitment from U.S. PVOs...as the main characters.*”

The workshop represents the “*intermission between Act I and Act II. Act II will be more complicated and intricate as we bring to center stage the indigenous PVOs that are the real story of this aspect of development in Europe. In Act II, we must find ways to shift the international, U.S.-based PVOs to more and more of the supporting cast that works with their European partners as true co-equals capable of developing and sustaining their own activities rather than regarding indigenous PVOs primarily as beneficiaries or recipients of foreign assistance.*”

“*In Act III, we foreigners get to sing our swan songs and gracefully retire to the wings. The curtain will come down on our play and will rise again on a new Central Europe no longer asking for foreign assistance of any kind, ready and willing to play its own mature part in solving the problems of tomorrow’s world.*”



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## COMMON FACTORS FOR SUSTAINABILITY

Mr. Pressley also outlined some common factors that all viable organizations should address. These common factors were consistent with the findings of the workshop participants as they examined lessons learned in the area of organizational development. These include:

- A clear message
- A popular base of support
- A search for excellence
- A business orientation
- A capacity for flexibility

*“This workshop is the intermission between Act I and II. Act II will be more complicated and intricate as we bring to center stage the indigenous NGOs that are the real story of this aspect of development in Central and Eastern Europe.”*

**Mr. Donald L. Pressley**  
**USAID Poland**

*In his address to workshop participants*

# W

## orkshop findings

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### KEY FINDINGS

- The development of indigenous NGOs is of great importance in the forming of civil society.
- Given the slow development of the infrastructure (social, political, economic) of post-communist countries, time is required before indigenous NGOs can have an impact on this development.
- USAID needs to adopt a longer time horizon for achieving indigenous NGO sustainability.
- USAID needs to demonstrate an awareness of the unique differences among countries of the region and to think in terms of country-specific programs.
- Resources devoted to developing indigenous NGOs should take full advantage of experienced, existing NGOs—utilizing their experience and avoiding high start-up costs.
- USAID should draw upon the experience of PVOs and indigenous NGOs operating in the region in determining its future directions.
- USAID should support and promote indigenous NGOs working outside the largest cities, thus helping to build democracy at the local level.
- Service delivery must continue to be an integral part of the process of NGO development.
- USAID should encourage networking, information exchange, and coordination:
  - among AID-funded and non-AID-funded PVOs and NGOs within countries and within the region
  - between US-funded and European-funded PVOs and NGOs.
- USAID missions in each country should be more involved in Washington decision-making regarding that country.
- Programs should be coordinated with those funded by EC countries so as to respond better to individual country needs.

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## **OTHER RECOMMENDATIONS TO USAID**

- Creative approaches to PVO/NGO development in the region should be encouraged.
- USAID should hold regular workshops similar to the one in Lublin for all USAID contractors and grantees. We should build on what was started at this workshop to develop a full partnership and open dialogue between NGOs and USAID.
- Training of indigenous staff is a key priority. There is a need for training in various fields:
  - Management skills
  - Leadership qualities
  - Operational skills that pertain to higher than local levels.
- USAID should provide specialized workshop training in organizational development.
- USAID should state its priorities regarding what type of NGO it is most interested in.
- USAID should establish a set of guidelines focusing on:
  - ways for PVOs to shift responsibility to local NGOs
  - ways for USAID to assist PVOs in generating program proposals
  - ways in which PVO programs are evaluated in terms of program proposals and results.
- USAID should encourage PVOs to guarantee standards of professionalism for expatriate staff involved in USAID-funded projects.
- There should be consistency in funding and recipients should be able to count on funding until achievement of goals within the established timeframe; time limits and funding should be extended if goals are not achieved due to objective limitations.
- USAID should create a mechanism of evaluation by local NGOs and USAID to ensure the quality of technical assistance.
- USAID should provide a list of terms—e.g. PVO, NGO, sustainability—with clear definitions so that everyone has a common basis of understanding and can communicate clearly.

- PVOs should be favored in the region for USAID projects rather than for-profit firms.
- Increased availability of resources is needed in the region.

**LETTER TO MR. ATWOOD**

An additional outcome of the final workshop session on recommendations was the drafting of a letter of thanks to Mr. Atwood for his vigorous support for the Lessons Learned & New Directions workshop. Before the conclusion of the workshop, all participants personally signed the following letter to the USAID Administrator:

November 12, 1993

Mr. Brian Atwood, Director  
U.S. Agency for International Development

Dear Mr. Atwood:

Thank you for supporting the PVO-NGO workshop, "Lessons Learned: New Directions" held in Lublin, Poland this week. We have found the workshop to be enormously useful.

In particular, we have begun to understand the new emphasis AID is giving to PVO activities and to develop some strategies to respond to those directions. We also have had a unique opportunity to work with and learn from colleagues both from the U.S. and in the Central and Eastern European region.

Most importantly, we welcome your message regarding AID's intention to make better and more use of PVOs and NGOs in the Central and Eastern European transition process and to undertake a more collaborative process to achieve a greater impact in improving the quality of life in this region.

Sincerely yours,

*[Handwritten signatures and names]*

Mano Prady / CDC-SDP  
Kelli Kerr AID TO ARTISANS  
Fazana Kassatto, CDC  
Fazana Kassatto / CDC  
Mina Bodin / UN Romania  
Gloria Hagg / UN  
Ludat. Haggan / UN  
Radoslaw Jasiński / OIC / Poland  
Panti Sikora / MOST / Hungary

Mano Prady / CDC-SDP  
Kelli Kerr AID TO ARTISANS  
Fazana Kassatto / CDC  
Mina Bodin / UN Romania  
Gloria Hagg / UN  
Ludat. Haggan / UN  
Radoslaw Jasiński / OIC / Poland  
Panti Sikora / MOST / Hungary

Feed the children  
USAID / Poland  
Feed the children  
Romania &  
OSIRD  
ORT  
Romania  
CAC / Romania  
Support Center of America  
AID International  
ACAP

# W

## orkshop evaluation

Participants were asked to complete an evaluation of the workshop experience. The evaluations consisted of a rating form that covered workshop activities, the approach and format, the social and cultural activities, and the meeting arrangements and accommodations. The second part of the evaluation included an open ended questionnaire which encouraged ideas and suggestions for future workshops as well as comments about specific workshop accomplishments and results.

### **HIGH PRAISE FOR WORKSHOP**

The workshop was evaluated by approximately two-thirds of those who participated in the events in Lublin. In general, the workshop received high praise from those who attended. Expectations ran high as most participants thought it would be a perfect opportunity for NGOs to learn of each others' activities throughout Central and Eastern Europe as well as to establish a solid network of non-profits in the region. A majority of the respondents view the workshop as an important forum for learning about USAID's new directions in the region and exactly what the future holds for progress in this "third sector."

### **WORKSHOP EXCEEDED EXPECTATIONS**

When respondents were asked to compare their experiences in Lublin to their expectations before arriving in Lublin, answers were generally very good. Most agreed that the atmosphere was very congenial and conducive to interaction. In most of the evaluations, there was an overall feeling that the workshop exceeded their expectations and was far more informative than they thought it would be. According to one participant, "in terms of professionalism, it was the best I have ever attended."

### **USEFUL FORMAT**

There was a consensus among the respondents on the usefulness of the interactive format of the workshop. Most thought it was crucial to the sharing of ideas and promoted a greater level of understanding of concepts presented throughout the week. It also maximized learning because many different viewpoints were brought forward. As one respondent stated, "the approach generated teamwork, which is desperately needed in the region in order for the reform process to work." Furthermore, participants felt that the workshop should be viewed as only the first of many steps along the road to an advanced level of experience sharing and networking among NGOs in Central and Eastern Europe.

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**GOALS ACHIEVED**

It was generally felt by the participants that four main goals were achieved:

1. Respondents reflected on the extreme importance of the recommendations to USAID and the knowledge that they came from the participants as one unit.
2. The group realized that gaining a clearer understanding of other organizations' activities and goals helps to strengthen communication and cooperation among NGOs in the region.
3. Respondents to the evaluation generally felt that they established some level of cohesiveness and a feeling of being a team working together to tackle the immense obstacles the post-communist countries face.
4. A feeling of relief seems evident throughout the evaluation responses due to perception that USAID has been informed of the current situation in the region and what specifically needs to be done to ensure the future for these countries as democratic entities.

# A ppendix

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## LUBLIN WELCOMES US

Throughout the centuries, the Lublin region has been the meeting place of Western and Eastern cultures, creating a unique mix of religious and cultural heritage. The region's countryside exhibits a range of landscapes from dense medieval forests and dramatic gorges, to rolling uplands, tranquil lakes, and small fields where traditional methods of farming can still be seen.

Along the drive from Warsaw to Lublin, and during our excursions within the region, we often marveled at a horse-drawn wagon or a single milk cow tethered in a farmer's field. To the westerner, these scenes served as an important reminder about the differences which exist across our world.

Although most of our time was spent in Lublin, proper arrangements were made for several short trips to noteworthy sites in the surrounding area. On the third day of the workshop, the formal workshop session ended at noon and participants became tourists for the afternoon. Some chose to remain in Lublin and stroll the streets of the old town of Lublin City, with its ancient narrow streets and small shops. Others descended on Kazimierz Dolny, a nearby town renowned for its charm and unique architecture. Still others elected to visit the Madjanek State Museum, a national memorial to the Holocaust.

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## CULTURAL EXPOSURE

OIC Poland, through the leadership of the Director of Cultural Affairs for Lublin, provided workshop participants with an extensive sampling of cultural offerings, including a mini-concert performed by Lublin musicians, several artist exhibitions, two theater performances—"Invocation" at Theater NN and "Moisture" at Catholic University—an enchanting evening of traditional Polish folk music and dancing at Jakubowice, a country house on the outskirts of Lublin, and an evening at "Hades," a Lublin jazz club. Many thanks to all those who helped make the workshop experience a powerful immersion in Polish culture.



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**OIC POLAND:  
BEHIND THE SCENES**

The extraordinary hospitality we experienced, as well as exposure to the diversity of historic sites, artifacts, and attractions of the region were all made possible by the dedicated staff of OIC Poland. Working nonstop behind the scenes, the staff demonstrated its expertise in providing logistical support for the workshop as well as its strength in promoting a new industry for the area—tourism.

One of the most impressive aspects of the role OIC Poland played in making the Lessons Learned & New Directions Workshop an example of democracy in action was the organization's ability to influence the local political system. Not only did OIC Poland mobilize the highly visible endorsement and participation of such officials as the Governor of the Lublin Region, the Mayor of Lublin, and the former Senator from the region, but through their efforts, we were the first group to use public facilities such as the Czartoryski Palace and the Trybunal for a gathering such as ours.

At the end of each day, the hard-working staff from OIC Poland gathered the proceedings and transcribed them. Every participant left the workshop with a set of comprehensive notes from those sessions he or she attended in addition to the work of other small groups and the large group.

***Stanislaw Weglarz***  
***Chairman of OIC Poland***

*In his speech to the group at the Opening*



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**GOALS**

The workshop goals and objectives were as follows:

1. To transfer an understanding of the USAID new directions in NGO organization development and policy oversight in the context of the democratic process.
2. To examine how the participants' experience and learning could be applied to the new directions.

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**OBJECTIVES**

1. Develop guidelines and principles for effective NGO organizational development.
2. Explore and develop strategies and activities for impact on policy development.
3. Understand how NGO services can be redefined to support new directions.
4. Develop strategies to overcome resistance to change in the implementation of democratic processes.
5. Formulate recommendations to USAID from our respective NGOs in implementing the USAID new directions.

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**THE AGENDA**

	Tuesday 11/9	Wednesday 11/10	Thursday 11/11	Friday 11/12
a.m.	<b>Opening Objectives New Directions</b>	<b>Overview of Policy Impact</b>	<b>Services Redefined: Linkages</b>	<b>Democratic Principles &amp; Processes</b>
p.m.	<b>Lessons Learned: Organization Development</b>	<b>Risks &amp; Opportunities</b>	<b>Field Trips to Kazimierz and Madjanek</b>	<b>Workshop Recommen- dations</b>
even- ing	<b>Theater NN: "Invocation"</b>	<b>Theater: Catholic University— "Moisture"</b>	<b>Polish Folk Night</b>	<b>Closing Celebration</b>

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## Descriptions of PVOs and NGOs, resource materials and participants

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### AID TO ARTISANS

AID TO ARTISANS, founded in 1976, is a non-profit organization dedicated to creating economic opportunities for crafts people in underdeveloped communities and newly emerging democracies around the world. ATA provides artisan groups with product design consultation, production and business training, and direct marketing assistance via its network of commercial U.S. importers and retailers. ATA is not an importer, but rather works to establish long-term, commercial relationships between buyers and producers. ATA has programs in Hungary, Russia and Ghana and smaller projects and technical assistance programs in Indonesia, Tonga, Bangladesh, Mexico, Guatemala and Laos.

#### Resource materials

- **Export Enhancement Program, Hungary**
- **Information Booklet**

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**Kate Kerr** is an Aid to Artisans development specialist and through this position has been involved with ATA's Export Enhancement Program since its inception in 1991. She has played a major role in program design and implementation, monitoring and evaluation, reporting and overall program planning. Ms. Kerr is also a design consultant for ATA with expertise in textiles and ceramics.

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### THE AMERICAN COMMITTEE FOR AID TO POLAND, INC.

THE AMERICAN COMMITTEE FOR AID TO POLAND, INC. is a non-profit organization which, since 1989, has assisted the Polish people in building a civil society and laying foundations for a workable and enduring democracy. ACAP concentrates its efforts upon helping in a variety of ways to strengthen non-profit, community-based organizations responding to human needs. ACAP conducts programs that contribute to the process of building a strong non-profit sector. To the same end it assists other American non-profit organizations to provide effective assistance.

#### Resource materials

- **Informational Leaflet**

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**Joanna Jurek** has been the director of the Warsaw office of the American Committee for Aid to Poland since June 1990. She is responsible for all operations of the office and overseeing the implementation of ACAP's programs in Poland. She is ACAP's most important advisor on the scene and assists in designing new ACAP programs. She has a strong interest in the development of the non-profit sector in Poland and works closely with other Polish organizations in assisting this process.

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**Gifford D. Malone** is President of the American Committee for Aid to Poland. A retired State Department officer, he served at the American Embassies in Moscow and Warsaw. He worked in Washington in a variety of regional positions, ranging from U.S.-Soviet bilateral relations to service as USIA's deputy director for the USSR and Eastern Europe. Senior management positions included those of Deputy Director of Management Operations in the State Department and Deputy and Acting Associate Director of USIA. In his post-foreign service career, he has been a foreign affairs consultant, writer and Diplomat-in-Residence at the University of Virginia.

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**THE AMERICAN JEWISH  
JOINT DISTRIBUTION  
COMMITTEE, INC.**

THE AMERICAN JEWISH JOINT DISTRIBUTION COMMITTEE, INC. was born in 1914, an "ad hoc" organization established to provide emergency relief to imperiled European and Palestinian Jews. In response to ongoing emergency situations with regard to Jewish people around the world, JDC became the permanent overseas arm of the American Jewish community. Today, JDC operates humanitarian assistance programs in over 40 countries. In 1986, following a long tradition of providing aid without regard to religious affiliation, JDC established the International Development Program to provide assistance on a non-sectarian basis to developing nations and emerging democracies. Most importantly, JDC is committed to building self-reliance in the host community. JDC seeks to make a lasting improvement in the quality of life in areas of agriculture, education and health.

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**Marcia Presky** joined The American Jewish Joint Distribution Committee's International Development Program (JDC-IDP) as a Program Officer in February 1992. She is involved with day-to-day management of the USAID-assisted "Training Institute/Model Community Living Arrangement Project" in Prague, Czech Republic, and the "Home Care Project for the Elderly" in Budapest, Hungary. Before coming to JDC-IDP, Ms. Presky was Deputy Director of the Program Management Department-Family Planning International Assistance, at Planned Parenthood Federation of America in New York.

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**BROTHER'S BROTHER  
FOUNDATION**

BROTHER'S BROTHER FOUNDATION is an international charitable organization dedicated to helping the less fortunate people of our world. Its mission is to distribute donated medical, educational and agricultural resources. The Foundation was created in 1958 by Dr. R.A. Hingson, M.D., pioneer of the jet injection inoculation gun. Since 1958, the Brother's Brother Foundation has delivered more than \$370 million of needed resources to an estimated 40 million people in 90 countries on five continents. Today they are recognized as the most cost-efficient charity of the 100 largest charities in the United States.

**Resource materials**

- **Annual Review**

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**Luke Lockhart Hingson** is President of Brother's Brother Foundation in Pittsburgh, Pennsylvania. He has held this position since 1980. He maintains worldwide contacts to ascertain needs for surplus products which are provided by donations solicited from U.S. manufacturers, hospitals, publishers, etc. and coordinates enabling relationships with medical and governmental personnel in the U.S. and abroad. His fundraising efforts include writing grant proposals, speeches and newsletters to support the foundation's work.

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**CITIZENS DEMOCRACY CORPS**

CITIZENS DEMOCRACY CORPS is a private non-profit organization dedicated to mobilizing U.S. private sector resources to assist the countries of Central and Eastern Europe and the Russian Federation to build democratic institutions and free market economies. CDC operates three assistance programs, each designed to respond to specific needs in the region and to tap the volunteer or pro bono resources of the U.S. private sector. CDC also operates a clearinghouse which disseminates information on private U.S. assistance to all the countries of the region and helps match skilled individuals with organizations seeking specific expertise for their programs.

**Resource materials**

- **CDC News, Summer, 1993**
- **Assistance to Latvia**
- **Assistance to Romania**

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**Irina Bobes** currently directs the activities of the CDC's Citizen Volunteer Program (CVP) in Romania. CVP provides expert assistance to NGOs in Romania by recruiting and supporting senior-level volunteers from the U.S. Ms. Bobes also serves as the Romanian Coordinator for CDC's Romanian Trainer Network, a project which offers intensive training-of-trainers workshops to NGOs throughout Romania.

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**Francis Luzzatto** currently directs the activities of the CDC Clearinghouse which publishes a series of directories and other specialized publications on the role U.S. non-profit organizations are playing to support businesses, the public sector and NGOs across Central and Eastern Europe and the former Soviet Union. He has worked with CDC since its inception in 1990. Prior to CDC, Mr. Luzzatto worked as a consultant to USAID and the German Marshall Fund of the United States and on the Peace Corps staff, where he directed its Office of Multilateral and Special Programs. Mr. Luzzatto is principally responsible for the development of the Peace Corps' Information Collection and Exchange Service (ICE) which collects and disseminates field-generated technical materials to its volunteers and to NGOs worldwide.

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**David Scott** is presently the field representative in Poland for the Citizens Democracy Corps. He has held this position for approximately one year. After working for RJR Nabisco for approximately twenty-five years, Mr. Scott joined CDC after completing a 14-month assignment in Southeast Poland for them as an RJR Nabisco executive-on-loan.

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## **DELPHI INTERNATIONAL**

DELPHI INTERNATIONAL is a non-profit organization founded in 1976 that has broad experience in designing and implementing international development and training projects. DELPHI was created to promote international cooperation by developing among professionals the knowledge and skills necessary to work together across political, social, and economic barriers. Its goal is to help in the development of institutions that honor individual dignity and support the full development of human potential.

### **Resource materials**

- **Information Leaflet**
- **Delphi Community Services Development Project  
(English and Polish versions)**
- **Final Evaluation of the Polish Self-Help Development Program,  
Warsaw, Poland (English and Polish versions)**

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**Stanislava Buchowska** is Delphi International's Regional Coordinator in charge of all administrative and logistical arrangements for local programs, as well as serving as training assistant. Ms. Buchowska is a native of Brezova pod Bradlom, Slovakia. She has resided in Poland for over twelve years with her husband and two tri-lingual children, so she is more than familiar with Polish life. Ms. Buchowska has remained in permanent touch with Slovakia through her work as a translator and an interpreter. She received her Masters degree in Cultural Anthropology from Komensky University, specializing in the role of tradition and family in the local community and is currently working on her Ph.D.

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**John W. Holman** is Director of Central and Eastern European/New Independent States Programs at Delphi International. He has over 20 years of broad experience in the fields of non-profit management, organizational development and fundraising. He was instrumental in the founding of the United States Institute of Peace, a publicly funded national institution which conducts research and training on the skills and methodologies of non-violent conflict resolution. He was the chief architect and founding force of two separate non-profit organizations: Friends of the Vietnam Veterans Memorial in Washington, D.C. and The Forum for U.S.-Soviet Dialogue, an NGO which has brought together thousands of young professionals from the United States and the former Soviet Union to discuss arms control and other key issues.

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**Agnieszka Zieminska** is Delphi International's Training Coordinator and a Polish citizen who has been studying and working in the United States for the past four years. While completing her Masters degree at the School for International Training in Brattleboro, Vermont, Ms. Zieminska taught courses in English as a Second Language, conducted cross-cultural business training, and worked as a volunteer in a homeless shelter. She has since been working with Sister Cities International coordinating affiliations between cities in the U.S. and Eastern Europe, overseeing the Municipal Education and Training Program, and conducting the Community Service Learning Project. Ms. Zieminska is a graduate of Warsaw University, and is fluent in English and Russian.

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**FEED THE CHILDREN**

FEED THE CHILDREN is an international non-profit organization providing food, clothing, medical supplies and other necessities to people who lack these essentials due to severe economic conditions, natural disasters, war or other calamities. It also initiates community development projects to improve the living conditions of children and their families. FTC was founded in 1979 and presently operates in the United States and fifteen countries. In addition to its ongoing programs, FTC has delivered emergency food and supplies to more than fifty countries worldwide. A new program in Russia feeds 120,000 children daily.

**Resource materials**

- **Informational Brochure**

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**Georgeta Ionita** is the Facilities Rehabilitation Manager for Feed the Children Romania. She has 37 years experience as an engineer with the Electrical Energy Distribution Company in Bucharest, of which she spent 20 as Chief of the Design Department. Throughout her career, she has specialized in issues of design and realization of installations for underground cables of 110 kv. She also consulted for the Romanian government on the issue of electrical power installations in foreign countries by Romanian companies.

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**Emanuel Papagheorghiu** has been the In-Country Director for Feed the Children of Romania since 1991. In this capacity, he has coordinated the receipt, storage and distribution of more than 240 tons of humanitarian aid along with the completion of \$250,000 of rehabilitation works at facilities for handicapped children through September 1993. Mr. Papagheorghiu is also an architect and has worked for the Romanian government at various sites around Bucharest and the Calarasi District.

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**HELP FOR ROMANIA**

HELP FOR ROMANIA is an organization affiliated with the Romanian Orthodox Church that focuses primarily on providing humanitarian assistance to Romania. Established in December 1989, they have so far delivered over \$45 million worth of food, clothing, books, medicine and agricultural tools. They are currently working with Brother's Brother Foundation to further this assistance effort. Help for Romania solicits funds through the Romanian Orthodox Church in the form of private donations from individuals, corporations and other sources.

**Resource materials**

- **Report of Activities**

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**Father Richard J. Grabowski** has been the U.S. Coordinator for Help for Romania since January of 1990. He has held such positions as general secretary of the Romanian Orthodox Church Congress, diocesan treasurer, spiritual advisor for American-Romanian Orthodox Youth and for the Ladies Auxiliary. Father Grabowski also taught Summer Religious Education courses and camps for eight years and was director of such programs for two years. He has aided in the resettlement of over 150 families of new refugees from Romania in the years 1964 to 1989.

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**HOLT INTERNATIONAL CHILDREN'S SERVICES**

HOLT INTERNATIONAL CHILDREN'S SERVICES is a licensed, accredited child welfare agency based in Eugene, Oregon. HICS has over 37 years of professional experience providing a wide range of services to homeless and abandoned children around the world. HICS has been working in Romania for the last two and a half years. For the first 18 months, they were funded through a USAID sub-grant administered by PACT (Private Agencies Collaborating Together). After completion of the sub-grant, Holt was awarded a three-year cooperative agreement with USAID. Their centers in Bucharest, Constanta, and Timisoara continue to provide family counseling and reunifications, adoption services, foster and shelter care, and general family welfare services.

**Resource materials**

- **Project Description**

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**Silvia Pasti** is currently Associate Director for Program Development and Implementation for Holt International Children's Services Romania project. She is directly responsible to the Project Director and works to develop and implement a working model of a social service delivery system consistent with the goals and objectives of HICS and the government of Romania. The work involves recruiting, organizing and directing local personnel and resources to carry out the operational program objectives.

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**THE INTERNATIONAL  
EYE FOUNDATION**

THE INTERNATIONAL EYE FOUNDATION, founded in 1961 by John Harry King, Jr., M.D., is dedicated to the fight to prevent and cure blindness worldwide. The IEF, recognized for its valuable contribution in the fight against blindness, was the first eye care organization to be given "official relations" with the World Health Organization in 1985. Currently, the IEF is implementing over 20 major programs in Africa, Latin America and the Caribbean, as well as Eastern Europe. The IEF now looks forward to this new initiative in Eastern Europe with excitement and readiness for the challenge which lies ahead.

**Resource Materials**

- **Center for Sight "Pashev," Sofia, Bulgaria, Information Leaflet**

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**Petja Vassileva** is an ophthalmologist who is currently Country Director for the International Eye Foundation in Sofia, Bulgaria. She completed a Masters of Public Health degree at the Johns Hopkins School of Hygiene and Public Health in 1991 before returning to Bulgaria to take up her position with the project. She is well respected internationally and represents Bulgaria on a number of prestigious committees including the International Agency for the Prevention of Blindness and the International Council of Ophthalmology. Ms. Vassileva is co-editor of the Eastern European edition of *Highlights of Ophthalmology*.

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**OPPORTUNITIES  
INDUSTRIALIZATION  
CENTERS INTERNATIONAL**

OPPORTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL is an international private voluntary organization focusing on economic development and human resources training. It was founded in 1969 with a program in Nigeria and now has programs in Sub-Saharan Africa, the Philippines, Belize and Eastern Europe. Its Polish affiliate, OIC Poland, headquartered in Lublin, is involved in a program to support job creation in the region, which includes business advisory services, career development and employment training programs and the development of a business incubator system. OIC Poland has been working with other PVOs in the region to accomplish these objectives.

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**Jim Isenberg** is OIC International's Director for Europe and serves as OIC Poland's Program Advisor. Mr. Isenberg has worked closely with OIC Poland in its program development and implementation efforts. Mr. Isenberg has worked as a senior executive in the transportation and human services fields. He has extensive experience with the development of NGOs, human resources training, and conflict resolution and mediation program activities. Mr. Isenberg lives in New York and attended the University of California in Berkeley where he studied law, sociology, and adult education.

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**Radoslaw Jasinski** is the Executive Director of OIC Poland which is located in Lublin, Poland. Mr. Jasinski directs programs designed to address the issues of economic development and job creation in the region. OIC Poland offers Career Development training programs in vocational schools in cooperation with local labor offices. Mr. Jasinski has experience working with NGOs, Solidarity Union's first programs for unemployed and Poland's Tourist Agency, PTTK. He is a graduate of Catholic University's Law Department and also was a Johns Hopkins University Fellow in the Third Sector Program for Leaders.

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**Martin Myhre** is a Peace Corps volunteer who has been working with OIC Poland for approximately two years. His specific responsibilities include computer training and economic development programs. He is involved with a business advisory program for the Peace Corps and is especially interested in the development of new transportation technologies. He is a former employee of the IBM Corporation.

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**OPERATION BLESSING  
INTERNATIONAL**

OPERATION BLESSING INTERNATIONAL was incorporated in 1978 to carry out humanitarian relief and to promote development in the U.S. and around the world. Through the years, they have provided relief goods in the form of food, clothing, medical supplies and seeds in over 70 countries. Their development programs have included water wells, agricultural projects and micro-enterprise income generation projects. Operation Blessing became a registered PVO with USAID in 1990.

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**Liviu Neagoie** worked for 12 years in electronics at COMTIM, a factory for food preparation in Romania. There he developed, repaired and maintained electronic systems for food processing. Two years ago Mr. Neagoie began serving as pastor in the village of Carani and began as Director for the LifeWater Projects, formed to drill wells in Timis County for villages which were in need of clean or increased water supply. In addition to his supervisory role, Mr. Neagoie has developed electronic systems for pump safety and maintenance. This project has now developed into the East LifeWater Corporation employing nine persons.

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**ORGANIZATION FOR  
REHABILITATION  
THROUGH TRAINING  
INTERNATIONAL  
CORPORATION**

ORGANIZATION FOR REHABILITATION THROUGH TRAINING INTERNATIONAL CORPORATION was created in 1880 to provide training in Czarist Russia for underprivileged youths. ORT has grown in scope and application, and is now recognized throughout the world in technical skills development. ORT operates a network of schools, college training centers and teacher training institutes in 50 countries with an enrollment exceeding 240,000. ORT is currently working on the Albania Human Resources Development Project. This is a USAID-funded vocational training project for former political prisoners and family members tortured under the Stalinist regime of Enver Hoxha. These prisoners and family members number between 250,000 and 400,000, the highest number of political prisoners per capita in Eastern Europe.

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**Sterling Hayden** is currently serving in his second year as the Project Director for the American ORT Federation project in Albania. His past educational experiences include service as a teacher, principal, Director of Instruction, and Assistant Superintendent for a large metropolitan area educational system. International consultancies have included three tours of Pakistan prior to his present assignment. He has had approximately thirty years of educational experience on the national and international levels.

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**Aferdita Xhafo** is currently serving as the Director of the American Training Center in Tirana, Albania. She has been with the project for the past eleven months working as an Assistant Director. She was recently appointed as school director by the Ministry of Labor. She is a graduate of the University of Tirana majoring in Albanian Language and world literature. Her educational experience includes 13 years of teaching at the elementary, secondary and university levels. For the past five years she has been a teacher at the Industrial Evening School. As the Director of the Tirana school, she is responsible for the daily operations of the school and staff and reports to the Project Director.

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**THE POLISH AMERICAN  
CONGRESS CHARITABLE  
FOUNDATION**

THE POLISH AMERICAN CONGRESS CHARITABLE FOUNDATION is a not-for-profit organization with offices located in Chicago and Washington, D.C. Established in 1971 by the Polish American Congress, the PAC Charitable Foundation's purpose is to support cultural, educational, and humanitarian activities which emphasize the Polish American heritage. In 1991, the foundation initiated the "Relief for Poland" project at the direct request of Lech Walesa. Thanks to the generosity of thousands of individual donors, and donations received from other humanitarian organizations and U.S. manufacturers, the Foundation has sent Poland over \$185 million worth of humanitarian aid, at a cost of just over \$8 million during the past 11 years.

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**Maciej Cybulski** is the managing director of the State of Illinois', Poland office in Warsaw. This organization works throughout Poland to promote the development of business enterprises from Illinois in Poland. Mr. Cybulski also works in conjunction with the Polish American Congress Charitable Foundation and the Polish American Congress.

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**Pamela J. Komorowski** is Assistant to the President and provides support to the Executive Director of the Polish American Congress Charitable Foundation by directly promoting efforts for humanitarian aid to Poland from Polish American Congress member organizations. She is presently involved in designing a new project focusing on therapeutic needs of handicapped children and the elderly.

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**Edward J. Moskal** is currently the President of the Polish American Congress Charitable Foundation and also of Alliance Printers and Publishers and Alliance Communications, a Poland-based daily newspaper and a radio station. He is also President of the Polish National Alliance, a position he has held since his election in 1988. He is a member of the Book and Library Advisory Committee at the USIA and acts as a consultant to Community Service Agencies which deal with the special problems of the newest immigrants.

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**Alex Przytkowski** received a B.S. degree in Accounting from DePaul University in Chicago, and is a Certified Public Accountant. Mr. Przytkowski is Comptroller of the Polish National Alliance (PNA), a multi-million dollar corporation and PACCF's strongest support organization. He has recently been appointed as PNA's liaison to the PACCF and is conducting a study on how best to provide educational and training programs and to facilitate specially suited home care for individuals with physical disabilities.

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**PROJECT CONCERN  
INTERNATIONAL**

PROJECT CONCERN INTERNATIONAL was established in 1961 by a San Diego physician, Dr. James Turpin, in response to the lack of medical services available in developing countries. PCI programs focus on child and maternal health care, disease prevention, proper nutrition training, AIDS prevention and education, family planning, as well as curative and basic health care services for medically underserved populations. PCI currently has programs in Romania, Papua New Guinea, Indonesia, Mexico, Guatemala, Nicaragua, Bolivia, and domestic programs in Indianapolis, Indiana and San Diego, California. PCI is a private, non-sectarian, not-for-profit organization and is guided by a volunteer Board of Directors, a Board of Trustees, and a Health Advisory Committee.

**Resource materials**

- **CONCERNews, Spring 1993**
- **Information Leaflet**
- **Program Summary, Transitional Living Center and Supported Employment**

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**Sorinel Dumitriu** has worked with Project Concern International (PCI) Romania since December of 1991. He is currently a project assistant and works on the various programs PCI is involved in around the region. These include “The Transitional Living Center and Supported Employment Program” along with PCI’s NEWSTART Program (Newborn Screening Training and Refer for Treatment).

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**Marius Topala** joined Project Concern International Romania in September 1992. He is the Assistant Project Coordinator for one of the programs PCI operates in Romania—“The Transitional Living Center and Supported Employment Program.” Since joining PCI, Dr. Topala has attended a course at the Black Sea University and plans to continue this type of training by participating in training workshops sponsored by other organizations in the region.

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**PROJECT HOPE**

PROJECT HOPE is a non-profit health organization established in the United States in 1958 to bring improved medical care to developing areas of the world. HOPE's name stands for Health Opportunity for People Everywhere, the philosophy under which it was founded. Through HOPE Programs, health personnel around the world learn modern medical, surgical, dental, nursing, biomedical, engineering and administrative techniques which they can teach to others in their fields. Project HOPE has worked in more than 70 nations and currently has programs operating in 36 countries in the Americas, Asia, Africa, and in the newly emerging nations of Central and Eastern Europe.

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**Dean Echenberg** has been Director of Central and Eastern Europe for Project Hope since 1992. He has extensive training in the area of health and is a member of numerous professional societies and boards. As Director of the Central and Eastern European Region of Project Hope, he maintains senior management presence in the region and maintains contact with U.S. and other embassies and key central and regional organizations. He provides guidance on policy, assists with planning, implementation and evaluation of programs, identifies new educational and humanitarian assistance projects and advises on political and economic developments in the region. He has extensive experience in the health industry and provides a valuable resource for other organizations in the region.

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**Tim Empkie** is currently working with Dr. Echenberg at Project Hope in Central and Eastern Europe. He is also Clinical Assistant Professor at Brown University/Memorial Hospital in Rhode Island. He has extensive experience in public health fields and is a member of numerous professional societies and boards. Dr. Empkie brings a wide range of experience and knowledge to Project Hope.

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**SUPPORT CENTERS OF AMERICA**

SUPPORT CENTERS OF AMERICA is the oldest and largest provider of non-profit management training, consultation, and information in the United States. As a publicly supported, tax-exempt, non-sectarian organization, it exists solely to increase the effectiveness of non-profit organizations. The Support Centers of America operates through fourteen offices in the United States and two overseas offices, one in Cairo, Egypt, and the other in Bratislava, Slovakia. They provide training, management assistance and information, and a wide array of business skills that are extremely valuable to non-profit organization operations.

**Resource materials**

- **Information Booklet**

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**Eileen McGowan Kelly, ACSW**, is the Director of International Programs for the National Association of Social Workers in the United States. NASW is currently working with Support Centers International to provide training and technical assistance to strengthen NGO efforts in child welfare in Romania. They will also be working with Romanian social workers to establish a professional association and to develop a process for certifying social workers and establishing standards for the delivery of social services.

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**Thomas McClure** is Director of International Programs for Support Center International. He joined SCI in January 1990 and established their division for international programs. Mr. McClure initiated Support Center work in Central and Eastern Europe in December 1991 and in 1992 led the development and implementation of a regional training-of-trainers program for PVO leaders from Poland, Slovakia, Hungary, Romania and Bulgaria. He is also involved in the development of NGO/PVO management training programs in Slovakia and Romania and the design of programs to increase the availability of information on local and international leadership and management resources for non-profit agencies and leaders.

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**TECHNOSERVE, INC.**

TECHNOSERVE'S aim is to improve the economic and social well-being of low-income people in developing countries through a process of enterprise development which increases jobs, productivity, and income. TechnoServe accomplishes this by providing management, technical assistance and training to enterprises and institutions primarily related to the agricultural sector.

**Resource materials**

- **Center for Promotion and Support of Agricultural Enterprise, Sandomierz, Poland, Information Brochure**

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**James Herne** is the Director of Research and Development for TechnoServe, Inc. He is responsible for the management and direction of TechnoServe's internal "think tank," which seeks to develop new projects which use TechnoServe's experience and capabilities in creative ways. He directs the operations of TechnoServe's Poland Project, which focuses on developing private enterprises in rural Poland. He also manages a USAID-financed Development Education Project which publishes teaching cases on issues in international development for university use.

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**Jadwiga Malkiewicz** has been a translator and women's advisor for the Center for Promotion and Support of Agricultural Enterprises in Sandomierz, Poland since July 1991. She has extensive experience in Polish/English translation as well as in providing agricultural advisory services and meetings with groups of farmers in the region. She also serves as a liaison for women's organizations.

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**Halina Siemaszko** is presently project coordinator for the development of short- and long-term advisory services for farmers for the Center for Promotion and Support of Agricultural Enterprise. She published five training manuals about food production for Farm Extension Service departmental employees and rural women.

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**WORLD VISION RELIEF  
AND DEVELOPMENT, INC.**

WORLD VISION RELIEF AND DEVELOPMENT, INC.'s Children of Romania project is designed to assist Romanians in developing and implementing improved health care services for institutionalized children and children at risk of institutionalization. World Vision will continue to be involved with the children in orphanages and the extended community while the political and economic climate remains unsettled and lack of priority continues to be given to institutionalized, abandoned and orphaned children.

**Resource materials**

- **Information Leaflet**

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**Alina Bodea** is a General Practitioner with World Vision Romania. She graduated from the University of Medicine in Bucharest, Romania in 1988 and has undertaken two additional years of postgraduate training. Dr. Bodea joined World Vision Romania in November 1990 as a coordinator for educational and training resources with the ROSES Project (a project designed to provide relief and development services to the orphanages in 5 main cities of Romania). Dr. Bodea continues to work in the same area of assistance for institutionalized children in the new COR Project. She has participated in the implementation of a pilot Caregivers project in Bucharest and is currently responsible for the management of the Children of Romania (COR)/Caregivers Project presently developed in three sites with another two sites under consideration.

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**YOUNG MEN'S  
CHRISTIAN ASSOCIATION  
OF THE USA**

The YMCA began working in partnership with the European Alliance of YMCAs in April of 1991 to provide support to re-emerging YMCAs in Central and Eastern Europe. This joint project is one major pillar in a worldwide YMCA effort to provide support to this region. The Saphir Initiative, as it has been named, is designed to provide YMCA program development support and youth leadership training, while the European Alliance of YMCAs is also coordinating additional international support for YMCA institutional development in the region. The program focuses on community development, environmental programs, and enterprise development/management training.

**Resource materials**

- **YMCA, Poland, Information Brochure**
- **YMCA, Poland, 70th Anniversary Brochure**
- **The Nobody's Children Foundation, Information Brochure**

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**Scott Charlesworth** is the manager of Development Grants for YMCA worldwide, including programs in Africa, Latin America, the Middle East, Europe and the New Independent States. He has previously worked as Country Director of Covenant House, Panama, an organization which works with street children in Panama, and as a Peace Corps volunteer in Honduras for two years. He has also worked as a Director of YMCA in Belize and as Branch Director and Program Director at local YMCAs in Florida.

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**Lubor Drapal** studied philosophy and history at the Charles University, joined Academical YMCA in Prague as a volunteer, and was subsequently appointed national secretary of the student YMCA branch in Czechoslovakia. He retired as an advisor in a big construction firm after the collapse of the communist system at the end of 1990. He organized the few veterans of YMCA and started regular YMCA activities in many places. After the Slovaks and Czechs separated into two states, he became Honorary President of the Czech YMCA, then National General Secretary of YMCA.

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**Johan Vilhelm Eltvik** has been the Director of Leadership Training in the YMCA of Norway since 1987. Before that, he served as vicar in the Church of Norway and worked in Germany as one of four leaders for "The Ten Sing Norway Project." He is currently YMCA's Saphir Program Director and works as a YMCA Development Secretary in Central and Eastern Europe.

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**Janos Liptak** is the director of Bekescsaba Young Men's Christian Association in Hungary. He is involved in all of the YMCA's activities including bible study, leadership training, democracy learning sessions, language courses, and sporting activities.

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**Velitchko Michailov** graduated from the Theological Academy in Sofia in 1986. He has worked for the YMCA since February 1993. He speaks English and a little German. He is also an Orthodox priest in Rousse.

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**Michael Szymanczak** graduated from the Faculty of Psychology and Education at the University of Warsaw with a master of education degree. He has been the National Program Director of the Polish YMCA since 1991. At the same time, he is a research worker at the Center for Youth Studies at the University of Warsaw and one of the founders and activists of the Nobody's Children Foundation which works for abused children. He is the author and co-author of some books and over 50 scientific articles concerning children, youth and family.

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**THE LEADERSHIP/  
FACILITATION TEAM**

**Dale Flowers** is a private consultant specializing in working with NGOs and international corporate clients to facilitate conferences and workshops. He has worked with USAID in Africa on other Lessons Learned Workshops and brings a great diversity of experience to the workshop. He was formerly the Director of the University of California at Santa Cruz Extension and became a private consultant in 1975.

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**Eve Berry** has consulted with numerous corporations, private voluntary organizations and governmental agencies over the last twenty years. She specializes in facilitation of diverse work groups, marketing and communications, collaborative problem solving, and community building and development. In working with groups, Ms. Berry seeks to create an environment where maximum communication and learning can occur.

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**Lorna DiMeo** is the founder and president of the International Foundation for Human Development, a not-for-profit organization focused on projects which build and foster global relationships. She has developed and implemented unique, practical methods of training and education specific to health, education, science, management and business. Since 1989 Ms. DiMeo has conducted over one thousand hours of training in Russia, Estonia and Ukraine with over three hundred and fifty professionals in the areas of ethics, philosophy, psychological development, and interpersonal/communications skills.

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**PARTNERS FOR  
DEMOCRATIC CHANGE**

**PARTNERS FOR DEMOCRATIC CHANGE** is an international organization of Conflict Resolution Centers committed to building strategies for conflict and change in Central and Eastern Europe and the Russian Federation. The goals of Partners and its national centers include conducting national and transnational training, negotiation, mediation and cooperative planning and problem solving; applying third-party conflict resolution processes to actual multi-party/issue disputes; promoting legislation that creates permanent mediating structures for resolving a range of societal problems; and developing curricula on the theory and practice of dispute settlement in democratic societies at the primary, secondary and university levels.

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**Zbigniew Czwartosz** is currently Director of the National Center on Negotiation and Conflict Resolution at the University of Warsaw, Poland, and an international consultant and trainer in the fields of collaborative planning, problem solving and negotiation. He recently participated in a Rockefeller Foundation-sponsored conference in Thailand on leadership in Environmental Development. He has a doctorate in psychology and teaches at the University of Warsaw.

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**Janos David**, the Director of the Conflict Resolution Center for Training and Research at the University of Eotvos Lorand in Budapest, Hungary, is a consultant in the fields of collaborative planning, problem solving and negotiation. He has been involved in the implementation of several PHARE-funded conflict management programs and teaches courses on conflict resolution and management at the department of sociology at the University of Eotvos Lorand. He was the Former Director of the Democratic Free Trade Unions.

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**Joanna Pommersbach** is currently the Eastern European Regional Director for Partners for Democratic Change and a trainer and consultant with the National Center on Negotiation and Conflict Resolution at the University of Warsaw. She is also a research consultant for the Polish Ministry of Education.

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**Dusan Ondrusek** is currently the Director of the National Center for Conflict Prevention and Resolution at Comenius University in Bratislava, Slovakia. He was also a participant in the Rockefeller Foundation-sponsored conference in Thailand on Leadership in Environmental Development, as well as the International Alert meeting of International Conflict Resolution Trainers in Spain. He has a doctorate in psychology and is an associate professor at Comenius University. He also works in collaboration with Partners for Democratic Change on training others in the international sphere in the fields of conflict resolution and negotiation.

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**THE TEAM FROM USAID**

Arlene Kambour, Special Assistant to the Assistant Administrator  
USAID Bureau for Europe and the New Independent States

Maria Mamlouk, Officer in Charge  
USAID Northern Tier  
Poland, Czech Republic, Slovakia, and Hungary

Gustav Matijek, Project Advisor  
Democratic Pluralism Initiative  
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John McEnaney, PVO Coordinator  
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Cynthia Walker, Project Specialist  
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