



Academy for Educational Development

DEMOCRACY NETWORK PROJECT

POLAND

FINAL REPORT

Cooperative Agreement
No. 181-A-00-95-00002
Submitted to the U.S. Agency
for International Development by
the Academy for Educational Development
July 1998

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ACKNOWLEDGEMENTS

The work described in this document was funded by the U.S. Agency for International Development under Cooperative Agreement Number 181-A-00-95-00002 for the Democracy Network for Central and Eastern Europe Project. The DemNet Project in Poland was conducted by the Academy for Educational Development. The opinions expressed herein are those of the authors and do not necessarily represent the opinions of USAID.

I would like to express my special appreciation to the entire Polish DemNet staff for their determination, stubbornness and sense of humor during the many long hours we spent together over the years, and above all, for their dedication to the Polish NGO community. They are truly the ones that ensured that the Polish DemNet project responded to local needs, and was indeed a success.

I'd like to thank USAID/Warsaw, and particularly Ms. Nina Majer for her support and encouragement throughout the Project.

I would also like to thank both the DemNet Selection Committee and its Advisory Board members for their vital input at critical moments of the project's implementation.

A note of thanks should be given to our DemNet partners: the Open Society Network (SPLIT), the Support Office for Associations and Foundations (BOSIF), and the Małopolski Institute for Local Government and Administration (MISTIA) for providing their expertise and skills through technical assistance and training.

And special appreciation must also go to the 65 NGOs who participated in the grants program, and managed to successfully fulfill its rigorous expectations.

In addition, I would like to thank private funders including The Stefan Batory Foundation, the Charles Stewart Mott Foundation, and the Leopold Kronenberg Foundation for recognizing the DemNet project's and staff's accomplishments and potential. Their generous support has enabled the DemNet successor organization, the Academy for the Development of Philanthropy, which is composed entirely of DemNet staff to establish itself as a permanent part of the Polish NGO landscape and to continue to work on behalf of the Polish NGO sector.

And last but not least, my sincere thanks and appreciation to the authors of this final report – John Kubiniec, Sue Stine, Michael Strübin, and Andrea Usiak.

Michael Kott
AED Poland Director

Executive Summary

The Democracy Network Project (DemNet) in Poland was a three-year program of the Academy for Educational Development (AED), financed by the U.S. Agency for International Development (USAID), to provide assistance to non-governmental organizations (NGOs). The project's goal was to develop a new generation of sustainable public advocacy NGOs active in democracy, environment, social services, and enterprise development, and capable of participating in local governance. Implemented between February 1995 and July 1998, DemNet achieved widespread recognition as one of the most prestigious grant programs operating in Poland. The Democracy Network Project is a regional initiative of the U.S. government, being implemented concurrently in almost all countries of Eastern and Central Europe. The central aim of the initiative is to strengthen citizen-based NGOs in these countries through grants, training, and technical assistance.

AED's DemNet Poland program contributed to USAID Warsaw's overall strategic objective of helping local governments throughout Poland become more effective, responsible, and accountable. DemNet specifically supported the intermediate results of increasing public participation in local government. Through grants and technical assistance, DemNet Poland promoted the evolution of service-oriented NGOs into organizations participating more actively in policy formulation and implementing public policy as partners with local government authorities. The Project introduced a results-oriented approach to project design and a public advocacy orientation to organizations whose work had previously focused on service provision. This ensured that projects were focused and produced results recognized by grantees and funders alike.

Granting activities were structured into three cycles.

Cycle I - Grants totaling US \$706,626 and technical assistance were provided to 29 organizations seeking to influence the formulation, development, and implementation of public policy on both the national and local levels.

Cycle II - Grants totaling US \$706,119 and technical assistance were provided to 36 NGOs seeking to influence public policy development and implementation on the local

level and to increase their ability to effectively work with or influence local governments and their agencies.

Cycle III - Grants totaling US \$428,803 were awarded to 26 organizations to develop Best Practice Manuals, to continue and expand the most successful Cycle I and II projects or to replicate them in USAID Partner Cities. The grants were limited to Cycle I and II grantees and DemNet providers of technical assistance.

In addition to strengthening NGO grantees, DemNet Poland answered the need to develop the NGO support infrastructure. In five Polish cities, the Democracy Network Project reinforced a viable national NGO support network, capable of providing assistance to NGOs in the areas of management, project development, fund raising, and conducting public advocacy activities.

DemNet also conducted a media campaign to promote the role of the Third Sector in a democratic society. DemNet hosted a national NGO conference, co-sponsored a national competition among journalists for the best article on Polish NGOs, and initiated the Benefactor of the Year Award, given to Polish corporations and businesses deemed by an expert panel to have best demonstrated corporate responsibility and citizenship and a spirit of philanthropy. These activities reached a wide audience, promoted the role of NGOs in a democratic society, and demonstrated the value of corporate philanthropy to society.

The Project also worked to build sustainability by improving the capacity of NGOs to reach out to other funders and to local government. As a result of the activities of DemNet and DemNet grantees, approximately 15 cities in Poland have adopted local government-funded NGO grant programs. Additionally, two DemNet grantees took the initial steps toward the development of a community foundation. The development and promotion of community philanthropy will be the main focus of DemNet's successor organization, the Academy for the Development of Philanthropy in Poland (ARFP).

DemNet's work was results-oriented. This final report focuses on the lasting results, or "legacies" of AED's Democracy Network Project in Poland: Strengthened NGOs with an ability to influence public policy; a sustainable NGO support network; improved mechanisms for civic participation; heightened public awareness; and a sustainable successor organization.

The report is structured to identify goals established at DemNet's onset; illustrate indicators and definitions; detail results; explain strategies and activities; and analyze problems encountered during the program. A final section discusses lessons learned and recommendations for future activities. Attachments highlight DemNet's project outputs; expenditures; public policy and social impact; resources available to improve sustainability of existing NGOs; and descriptions of the 65 programs strengthened through DemNet grants.

Legacy I: Strengthened and Sustainable Public Advocacy NGOs

1. GOAL

Fifty NGOs will become financially and organizationally sustainable with demonstrated ability to cooperate/influence local government and conduct public advocacy projects in environment, social services, economic growth, and democracy.

2. INDICATORS AND DEFINITIONS

One key goal of the Democracy Network was to strengthen NGOs institutionally focusing on their ability to sustain their programs and growth after the DemNet project has come to a close. The issue of sustainability is complex, and the Democracy Network Project applied three different sets of indicators to measure grantee organizational development toward sustainability. Each arrived at slightly different results. Depending on the criteria applied, the Democracy Network Project leaves 54, 50, or 59 institutionally sustainable NGOs from among the 65 NGOs involved in the program. The measurement systems included:

- A. Sustainability criteria developed in cooperation with USAID/Warsaw and incorporated into the Democracy Network Project workplan;
- B. Sustainability criteria developed by USAID/Warsaw as part of the Strategic Objective (SO) 2.3 framework; and
- C. The Institutional Assessment Tool developed by AED.

A. Workplan Sustainability Criteria Developed in Cooperation with USAID/Warsaw

Using the indicators developed in cooperation with USAID/Warsaw and incorporated into DemNet's workplan, AED's Democracy Network Poland Project resulted in **54 (83%) sustainable NGOs**. To be considered sustainable, NGOs had to meet all of the following four criteria.

AED's Workplan Indicators:

- 1) NGOs have a two-year strategic development plan with fundraising targets and plans for increasing cooperation with local government;
- 2) NGOs demonstrate a diversity of funding sources (at least three) and 15% funding from local public and private sources;
- 3) NGOs demonstrate application of skills learned during training workshops; and
- 4) NGOs demonstrate capacity to conduct public advocacy projects, to result in:
 - local government/public administration financial support of NGOs;

- direct involvement of local government/ public administration representatives in NGO projects;
- direct involvement of NGO representatives in local government/public administration activities; and
- introduction of new activities, policy changes, new ordinances and/or amendments, new decisions by local government/public administration and their institutions.

B. Sustainability Criteria developed by USAID/Warsaw (based on SO 2.3 framework)

The Democracy Network Project also applied criteria developed by USAID/Warsaw as part of the SO 2.3 framework to measure the 65 grantees' capacity to remain sustainable, both institutionally and financially, beyond the project's duration. For an organization to be defined as "sustainable", it had to meet five out of nine institutional and all five financial criteria.

Criteria for **Institutional Sustainability** were:

- The share of the NGO's tasks realized by volunteers is greater than 60%;
- NGO collects information about client needs/concerns of community;
- It is flexible vis-à-vis NGO's mission and client needs;
- The organization has an internal auditing process;
- The organization possesses a financial management system;
- Its staff participates in training;
- There was an increase in budget;
- The organization has written grant applications; and
- The organization is a member of NGO network(s) and/or associations.

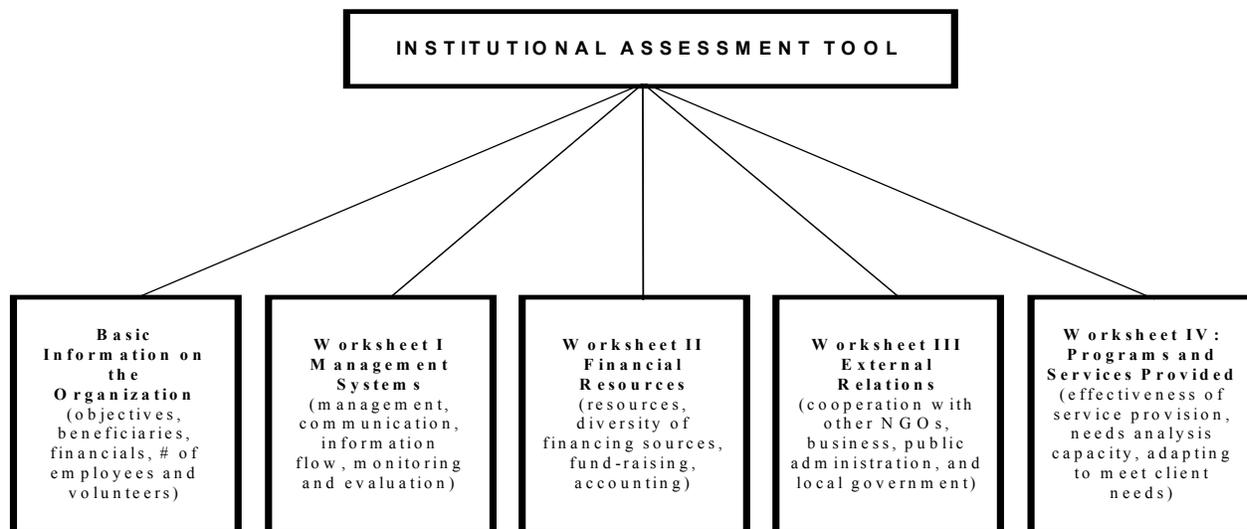
Criteria for **Financial Sustainability** were:

- The organization has three or more sources of funding;
- It has guaranteed resources to realize activities for at least a seven-month period into the future;
- It has been operating for at least three years;
- It has financial management systems in place; and
- Its donations/grants from abroad account for less than 50% of 1996 financial base.

C. Institutional Development Tool

The Democracy Network Project tracked the institutional development of its grantees using the Institutional Assessment Tool, an instrument which measures an NGO's stage of development in four areas: management, financial management, external relations, and program/service delivery. The tool utilizes a series of worksheets, each consisting of questions designed to capture an organization's strengths and weaknesses in designated areas. Numeric values are assigned to each indicating the organization's current stage of development. This instrument was

used as a diagnostic tool to structure and organize technical assistance to grantee needs, and as a monitoring tool to track each grantee’s development over the life of the project.



3. RESULTS

Each of the measurement systems showed a slightly different result. However, in each analysis, the goal of 50 institutionally sustainable NGOs was met or exceeded.

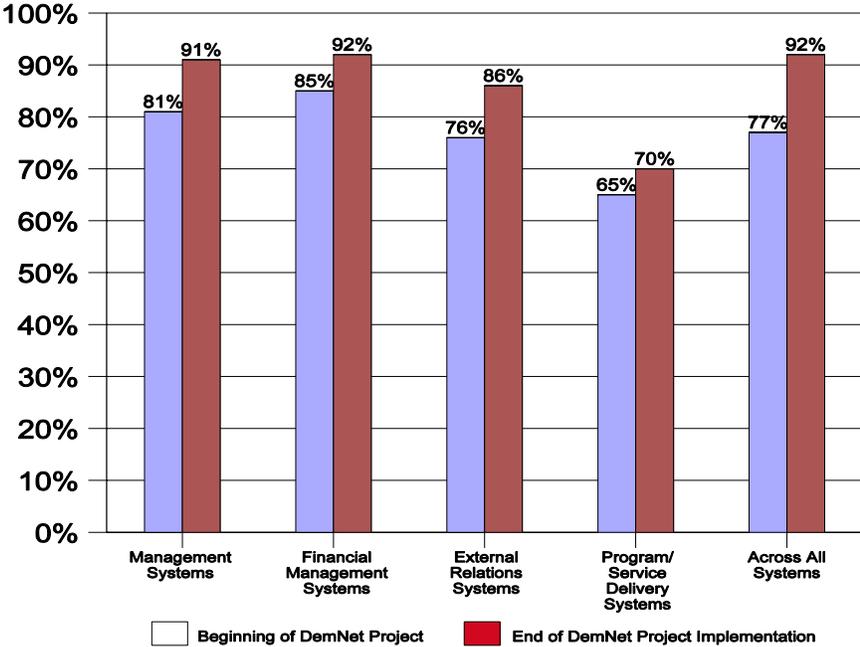
Using the AED Workplan indicators, 83% (54) of DemNet’s grantees would be considered sustainable, meeting all four criteria. Another eight grantees met three of the four sustainability criteria.

Indicators Achieved	Number of Organizations
4 of 4	54
3 of 4	8
2 of 4	3

According to USAID/Warsaw’s institutional criteria, 77% (50) of DemNet grantees were considered institutionally sustainable (vs. 30% of a national sample). In terms of the financial criteria, 25% of DemNet supported NGOs were deemed sustainable, more than twice the national average of 11%. The criteria used by USAID in this study were considerably more rigorous than those in the workplan. However, DemNet-assisted organizations still far outperformed a national sample of other NGOs.

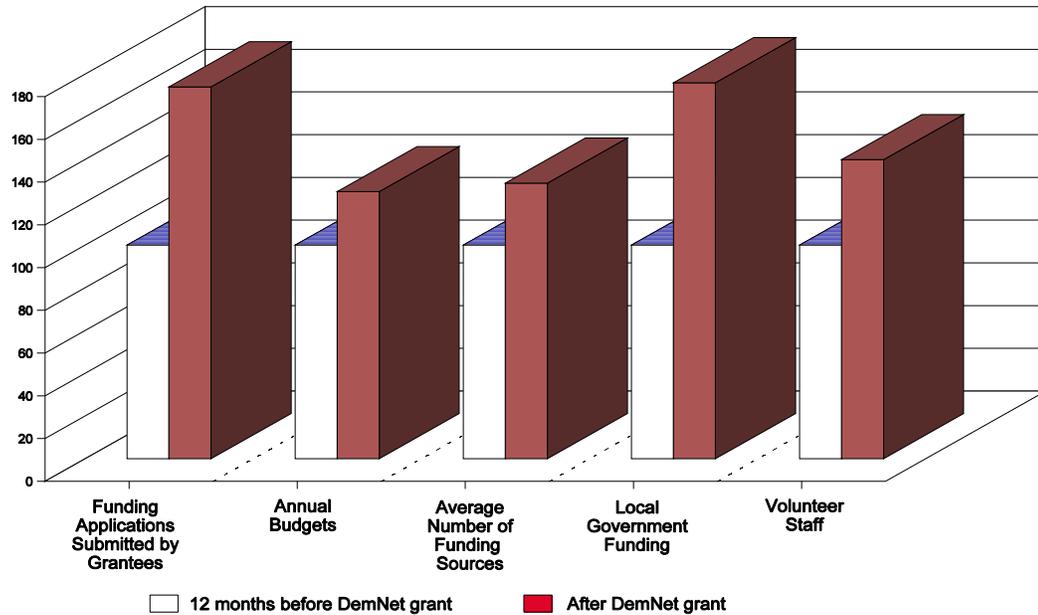
Results of the DemNet Institutional Development tool indicate that 92% (59) of DemNet’s grantees had professional management and quality control systems in place by the end of the project. These results are illustrated in the following chart.

Before and After Democracy Network: 92% of Grantees Have High or Very High Quality Institutional Systems in Place
 (data based on results of the Institutional Assessment Tool)



A survey of grantee organizations shows that DemNet’s extensive training and technical assistance has helped significantly strengthen the grantee organizations. The chart below documents the organizational development of Democracy Network grantees across five criteria. The levels prior to DemNet grants serve as the baseline of 100%.

Institutional Progress of Democracy Network Grantees



As is shown in the graph, DemNet grantees experienced:

- **74% Increase in Number of Applications Submitted by DemNet Grantees for Funding**
 The sharp rise in the number of applications submitted to other donors, from 248 to 431, has enabled Democracy Network grantees to increase their annual budgets and diversify their donor bases;
- **25% Increase in Democracy Network Grantees' Total Annual Budgets**
 Democracy Network grantees have been able to translate their enhanced capacities and increased funding into a significant growth in their annual budgets, from a total of \$7,039,453 to \$8,824,419;
- **29% Increase in Average Number of Funding Sources**
 Democracy Network grantees have not only increased their funding but have diversified their donor bases from an average 3.2 to 4.5 donors, thus reducing their dependence on individual funders and improving their financial sustainability;
- **76% Increase in Local Government Funding for Democracy Network Grantees**

Local governments have dramatically increased funding for Democracy Network grantees from \$566,676 to \$998,924, reflecting the success of the Democracy Network Project to promote the role of the third sector in democracy and illuminating its work to increase NGO/local government cooperation; and

- **40% Increase in Size of Democracy Network Grantees' Volunteer Staff**

The increase in the number of volunteers on the staffs of Democracy Network grantee organizations from 1,756 to 2,462 demonstrates the results of training NGOs received under the Democracy Network Project, and reflects a gradual change of attitudes toward volunteer work in Poland.

4. STRATEGIES AND ACTIVITIES

The DemNet grantees received extensive technical assistance and training provided by AED staff, consultants and subcontractors prior to and during their grants.

Training:

From November 1995 through January 1997, 64 grantees and 10 incubator organizations sent 249 representatives to the following workshops: Accounting for NGOs, Project Planning, Fund Raising, Working with Volunteers, Team and Organization Management, Establishing Cooperation with Local Government and Other Institutions, and Promotion. The workshops were conducted by two Polish training organizations, the Support Office for Associations and Foundations (BOSIF), and the Małopolski Institute for Local Government and Administration (MISTIA), and included a total of 648 training hours in 23 sessions.

TRAINING PROGRAM

Topic	Short Description	Hours
Accounting for NGOs	Personal and corporate income taxes, VAT, cost accounting, financial audits for NGOs	88
Project Planning, Fund Raising Methods, Working With Volunteers	Fund-raising strategies; methods and techniques; finding and cooperating with an individual donor; planning and implementing a project; writing a project plan; developing the financial part of a project (business plan); and working with volunteers	260
Team and Organization Management	Structure of the organization, improving the organization, employees, team management, group communication, building a team, group work techniques, planning a program and a campaign, guidelines for conducting a program, evaluation, and reports.	120

Topic	Short Description	Hours
Establishing Cooperation With Other Organizations and Institutions	Mutual identification of partners, defining current relations, defining common interests, overcoming difficulties - mediation and negotiation, developing working relationships.	80
Promotion	Presentation of self, assertiveness, creative methods and techniques, public relations, effective information techniques, opinion makers, identifying and securing partners, promotion strategies, cooperation with the media.	100
	Total	648

Technical Assistance:

Through site visits, telephone interviews, and one-on-one meetings, five DemNet staff members provided grant recipients with technical assistance in establishing cost accounting systems, preparing DemNet program and financial reports, computerizing financial record keeping systems, implementing public advocacy projects, and working with local authorities.

The Open Society Network (SPLIT), AED's technical assistance subcontractor, developed Individual Offers of Support in response to needs expressed by grantees during assessment of their institutional capacities. Each grantee chose to either receive materials or attend workshops in areas they regarded as most useful to their work. Between December 1996 and May 1997, 34 DemNet grantees attended workshop sessions and 61 grantees received written materials on a variety of topics.

Consultants worked with each grant recipient to develop a two-year strategic development plan to secure funds and increase cooperation with or influence on local government. To facilitate the strategic planning process, DemNet provided up to 96 hours of consultation per grantee (50% funded by the United Nations Development Programme/Umbrella Project). This was the first time that the majority of grantees had ever gone through a strategic planning process in which programs and activities were determined, budgets were set, strategies were formulated for working with local government, and sources of financial support for the upcoming two years were identified. The grantees welcomed the opportunity to receive individualized attention from Polish consultants with expertise in strategic and financial planning. Most of the plans included the organization's mission statement; an analysis of opportunities presented by the external environment and the organization's ability to respond to these new challenges; a description of activities to-date and planned new projects; a presentation of the grantee's relationship to local government; itemized budgets; and planned sources of revenue.

5. ANALYSIS AND CONCLUSIONS

Assessing Sustainability: Measuring sustainability is difficult. The DemNet project staff found itself, at times, confronted with exaggerated expectations that NGOs would only be sustainable if they didn't have to rely on any outside funding. At the other end of the scale, DemNet staff found the original workplan sustainability criteria insufficient. For example, the criteria of "measuring skills learned" does not consider the relevance of the skills to institutional sustainability; and three sources of funding as a baseline was too low, as DemNet grantees started out with an average number of 3.2 sources.

As a result, DemNet developed its own measuring system, the institutional assessment tool, which relies heavily on self-evaluation. The variety of assessment mechanisms led to double and triple efforts in monitoring and evaluation.

Training Direction: The standardized training provided early in the grant program was based on an assessment of needs of the entire Polish NGO community. The selected grantees, however, presented an elite sample of the NGO community with different, more advanced training needs. These needs were not fully addressed by the general training program offered to all grantee organizations. As a result, individualized technical assistance was developed to be much more targeted. It proved to be much more effective. The DemNet program struck a fine balance between general and specialized training and technical assistance. DemNet responded to the articulated needs and desires of its client NGOs through individualized support provided by subcontractors and AED staff.

Individualized support was determined, in part, by results of institutional assessment questionnaires given to each grantee at the beginning of its program. A compilation of the results clearly showed that management and internal organization were generally quite strong, but there remained much work to be done in the areas of internal communications, self-assessment of activities, promotion and marketing. Financially most organizations were faring quite well, but many continued to experience problems finding long-term sources of financing, and with diversification of donor funds. The majority of organizations cooperated well with other local partners, though often reported difficulties with turning that cooperation into collective public policy efforts or permanent coalitions. In many cases there was considerable room for improving collaboration with the business community.

In evaluations of training workshops and materials, the highest scores for usefulness were given to promotion and accounting. The high score for promotion/public relations skills shows that grantees are at a stage where they are confident of their self-identity and beginning to realize the importance of reaching out to the larger community by developing promotional materials and improving contacts with the media. The high score for accounting undoubtedly reflects the rigorous accounting

requirements of their participation in a USAID-funded program, and the direct applicability of the instruction received in this regard at the training.

Other areas that scored high for usefulness included proposal writing, cooperation with local government, team work and management, and fund raising. All NGOs need competent fund-raising and proposal-writing skills in order to ensure a steady stream of revenue to conduct their activities, again a skill in constant use. Almost all of the grantees had cooperation with local government as a component of their DemNet projects, and found the workshop presentation helpful in preparing them for this work. The usefulness of Team Work and Management was most often cited by organizations that manage a large volunteer base (i.e., Young Democrats) or by newer organizations experiencing high growth in programs and activities (i.e., Beskidzkie Association in Support of NGOs, Social Assistance Foundation in Sokółka).

It should be remembered that the usefulness reported during the survey is based on both the perceived usefulness by the particular organization as a whole and the personal preferences of the trainees. In the evaluation of the workshops conducted at the end of every session, the programs were rated at the high end of the scale, ranging from 4.3 to 5 (scale of 1 to 5), indicating a high level of satisfaction by the participants.

Strategic Planning Process: The strategic planning process during which two-year plans were developed was of particular value to the organizations. The ability of the consultants to adapt TA to the needs of each group enhanced the process and enabled organizations to develop plans that were tailored to specific environments and capabilities. The training offered a learning opportunity, as each organization had to prepare individual plans under the guidance of the consultants. This will enable them to duplicate the process on their own in the future.

Relations with the business community: NGO-business cooperation is an enormous resource for both business and NGOs that has yet to be fully developed in Poland. NGOs under DemNet were too hesitant, and did not receive adequate guidance in methods of approaching business for support of their projects or public policy activities. Half of DemNet's grantees (34 of 67) have corporate sponsors, but this number has significant potential to be much higher.

During the time of transition in the country, very few of the tens of thousands of new private companies were stable, and confident, enough in their market positions, to seriously consider social investment. Large state-owned enterprises in the throes of privatization were also busy redefining their roles in the market economy. But this period is largely over: Poland enjoys one of the highest sustainable growth rates in Central Europe, and has attracted much direct investment from foreign companies which are accustomed to the notion of corporate citizenship. DemNet has started to tap this potential through its "Benefactor of the Year Award" described in Legacy V.

Legacy II: Public Policy Impact

1. GOAL

50 NGOs will become financially and organizationally sustainable with demonstrated ability to cooperate/influence local government and conduct public advocacy projects in environment, social services, economic growth, and democracy.

2. INDICATORS AND DEFINITIONS

A traditional and commonly-used definition of public policy activity is anything that directly advances a particular policy position through analysis and/or advocacy that leads to legislative change, or an activity that works to improve the accountability, transparency, and responsiveness of government. DemNet's emphasis on "public policy" was difficult in the Polish context due to the absence of a comparable term or concept in Polish. For that reason, DemNet used a broadened definition of public policy to permit funding proposals designed to either increase the public's participation in local government decision-making or improve government efficiency in the delivery of services.

This working definition was used as the basis for formulating the definition of public policy success incorporated into the workplan:

50 NGOs demonstrating capacity to conduct public advocacy projects, to result in:

1. local government/public administration financial support of NGOs;
2. direct involvement of local government/ public administration representatives in NGO projects;
3. direct involvement of NGO representatives in local government/ public administration activities; and
4. introduction of new activities, policy changes, new ordinances and/or amendments, new decisions by local government/public administration and their institutions.

3. RESULTS

Using the defined parameters, DemNet projects produced the following results:

1. Local governments **increased their funding** for DemNet grantees by **76 percent** — from \$566,676 to \$998,924.
2. More than **2,925 local government officials** participated in DemNet grantee training programs on a range of topics including governance, legislative process, budgeting, public relations, leadership, economic and sustainable development planning and other skills to be effective legislators and municipal managers.
Additionally, **seven local government/NGO liaison officers** have been appointed by local authorities.

3. Involvement in local government/public administration activities increased as:
 - **63 neighborhood, housing development, and rural village representative councils** were established to represent the electorate from small geographic areas, and afford a greater opportunity for public participation in local governance.
 - **85 citizen task forces** implemented projects. The task forces included 62 environmental groups working to conserve energy and household waste and to protect endangered species and natural areas, and 23 groups working to resolve local development issues on a range of issues from transportation for the disabled to child abuse prevention to housing estate management.
 - **10 regionally-elected bodies** were created to represent the interests of farmers in local and regional policy determination.
 - **14 Community Youth Councils** were formed. The Councils are peer-elected groups that act in a formal advisory capacity to city and town officials on issues affecting school-age and young residents.
 - **Four citizens' rights centers** were established to offer public information and advocacy on the media's right to information, equal opportunities in education, employment, health and human services for persons with physical and developmental disabilities, and environmental protection issues (two centers).
 - **11 local government-supported NGO grant programs** were established with four additional programs under development through DemNet's Local Partnership Program.
 - **16 economic development plans** were approved encompassing 17 communities that included eco-tourism development in the resort towns of Mikolajki and Kosakowo, agro-tourism development in a region of 13 communities of the Bialystok province, and business and employment development in Dukla and Lezajsk.
 - **12 sustainable development plans** were approved. The plans ensure protection of natural areas and environmental resources in the city of Jelenia Góra and 10 communities adjacent to the Karkonoska Park. Additionally, plans for nine rural communities in the Zielona Góra province allocated more than 60 million zlotys (almost \$18 million) for sewage and waste treatment plants, gasification, and reforestation. Three more local plans will protect white stork breeding grounds.

4. The activities of Democracy Network grantees resulted in a wide range of public policy actions and changes on all levels of government (detailed list in Attachment 3).
 - **59 local government ordinances passed.**

Democracy Network grantees successfully lobbied their local governments to pass new ordinances and to integrate NGOs into decision-making processes. Some ordinances introduced new programs into the public school system such as civic education or environmental topics; others improved health and economic policies. Local governments in 11 towns and cities adopted NGO grant programs themselves.
 - **3 amendments to national legislation.**

Several Democracy Network grantees participated in national lobbying efforts to amend or change national law. Changes introduced a national system of foster care,

provided funds for school lunch programs, and clarified the rights of participants in apartment cooperatives.

- **1 article in new constitution.**

A Democracy Network grantee launched a successful lobbying effort to guarantee children's rights in the national constitution.

- **4 ministerial executive decisions.**

Several projects successfully lobbied to change government policies. Executive decisions that were passed included improving assistance to autistic children, creating a protected habitat for an endangered species, and improving water management of the Vistula River.

4. STRATEGIES AND ACTIVITIES

DemNet Poland introduced a results-oriented approach toward project design and a public advocacy orientation to organizations whose work had previously focused on service provision. Grants were provided for projects concentrating on four specific issues:

- **Democracy** projects (39 grants) centered on citizens' rights, advocacy, school as a democratic institution, civic involvement and mechanisms for citizen input on decision making, and NGO/local government cooperation;
- **Economic growth** projects (20 grants) focused on small business and agro-tourism development as strategies to fight unemployment;
- **Environmental protection** projects (17 grants) concentrated on participatory mechanism for sustainable development planning, dispute resolution, and protection of natural resources; and
- **Social sector restructuring** projects (15 grants) focused on enabling service organizations to build capacity and experience in coalition building, advocacy, and public policy formulation on behalf of their client groups.

To ensure the greatest possible gender balance among funded organizations, women's and minority organizations were identified in the KLON/JAWOR Information Bank on NGOs and targeted in mailings informing them of the grant program.

DemNet conducted 560 hours of training workshops related to public policy project management for representatives of the 65 grant recipients. The workshops focused on establishing effective cooperation with local government and other institutions, program planning, managing organizations and teams, working with volunteers, and promotion. During regular site visits, DemNet staff asked grantees to identify the workshop skills they have found most useful to their current work. Organizations were surveyed again three to six months after training events. Grantees cited the greatest improvement in the functioning of their organizations as a result of training workshops on promotion, cooperation with local government, team work and management, and fund raising.

Examples of specific public advocacy project successes include the following:

Democracy:

The Union of Polish Cities facilitated the establishment of “neighborhood councils”, elected, representative sub-units of local government councils as provided for in national legislation but underutilized by Polish municipalities. These councils represent small geographic areas, such as neighborhoods or large housing developments, and provide opportunities for more direct public participation in local governance. Following a series of workshops, advocacy efforts in member cities, and individual consultations with local government officials, 11 municipalities passed ordinances establishing 63 new neighborhood councils.

Economic Growth

The Association of Nonmaterial Assistance to Persons Seeking Work received two DemNet grants. Its first involved local government, business, NGOs, and residents in a process of writing an economic development plan for the Dukla gmina that reflected the input of its various constituencies. It also set up a Local Initiatives Center affiliated with the local government that provided consultations and workshops that helped 90 job seekers use the Center’s services to find employment. With its second DemNet grant, the Association developed task forces in three neighboring gminas that drafted local economic plans and prepared a best practices manual describing the organization of participatory planning processes on the gmina level.

Environmental Protection

The Gaja Club organized a coalition of residents, local government officials and environmental groups in communities along the Vistula River to preserve its biodiversity. Public awareness building and lobbying resulted in the Ministry of Environmental Protection reversing plans to regulate the Vistula River by building a series of dams. Instead, an international competition will be held for the best plan to develop the river basin based on the principles of sustainable development. Gaja’s “Vistula Now” national awareness campaign was chosen as the best environmental education campaign in a nationwide competition sponsored by the Ministry of Environmental Protection and other key environmental organizations.

Social Sector Restructuring

The Children’s Letters to the World Foundation promotes awareness of and respect for children’s rights by training health care and education workers, and by coordinating the National Children’s Rights Forum. An association of 56 children’s rights organizations, the Forum developed a National Children’s Support Action Plan and prepared 30 policy papers advocating for the clear articulation and protection of children’s rights in national and local legislation. These efforts resulted in 1) guarantees in Poland’s new constitution for compliance with the United National Children’s Rights Convention, 2) the appointment of a National Child Welfare Commissioner, and 3) appropriations in the 1997 national budget of \$2,900,000 for the foster care system and an additional \$12.9 million to fund school lunch programs.

5. ANALYSIS AND CONCLUSIONS

Prior to DemNet, there were only a few NGOs that engaged in traditional public policy work at the national level, and few, if any, at the local government level. In fact before awarding grants, the DemNet Project commissioned a report analyzing NGOs to determine those that had the capability to conduct advocacy campaigns, implement services to carry out public policy, or motivate and involve citizens in addressing and solving community or public policy problems. The results of that survey indicated that if DemNet applied a strict definition of public policy NGOs to the eligibility criteria, the grantmaking process could have slowed or become nearly impossible.

Today there is a strengthened core group of public policy flagships that engage in advocacy and lobbying activities. They will continue to work and inspire other organizations representing citizen concerns. Their role in building and sustaining Polish democracy cannot be overrated.

There is also a robust marketplace of ideas in which Polish NGOs compete for influence and visibility, and articulate a wide variety of political views. Of course, they do not always represent broad-based, grassroots constituencies. The task at hand is for these organizations to widen the groups they represent.

One of DemNet's considerations from the outset was inclusion of women's and minority organizations. In its initial announcements of grant availability, DemNet targeted such groups and a survey of grantee organizations showed that the efforts were successful. The survey showed that women are either the presidents or project coordinators in 50% of grantee organizations, and that 58% of the participants in DemNet's management and organization capacity-building training for NGOs were women. The Polish Union of Jewish Students administered a network which monitored and publicized the situation of ethnic minorities and The Union of Independent Ukrainian Youth established an Information Center for Ethnic Minorities in Gdańsk. Additionally, nearly 10% of DemNet's grantee programs focused on persons with physical and/or developmental disabilities.

Legacy III: Sustainable NGO Support Network

1. GOAL

A sustainable network established of six NGO support organizations (Open Society Network/ SPLOT), with each member adopting standardized methods of providing TA and training to NGOs, established performance standards, and methods of ensuring customer satisfaction.

2. INDICATORS AND DEFINITIONS

Open Society Network (SPLOT), a national consortium of six independent NGOs in Gdańsk, Katowice, Lublin, Poznań and Warsaw, strengthened its capacity to support the development of the Third Sector and civil society in Poland as a result of its work with the Democracy Network Project. Under a subcontract to AED from August 1995 through May 1997, SPLOT provided technical assistance and training to Democracy Network grantees, and assisted in outreach and promotion. In 1995, Open Society Network was not yet sustainable, according to USAID-approved criteria (detailed in Legacy I on page 6) meeting only four of nine institutional criteria and one of five financial criteria.

In addition to institutional sustainability, as a new support network consisting of multiple organizations, SPLOT needed to standardize its operations and performance standards, and to be able to improve measurement and response to its customers' needs and satisfaction.

3. RESULTS

In 1997, two years after its participation in the Democracy Network Project began, SPLOT exceeded the required institutional and financial criteria for sustainability, meeting eight of nine institutional criteria, and four of five financial criteria. It is supported by such major institutions as the Mott Foundation, Stefan Batory Foundation and the Rockefeller Brothers Fund. Recently, Paweł Jordan, the head of BORIS (the Network's Warsaw office), received a prestigious Ashoka Foundation prize for social innovation for developing an extensive volunteer support system.

The Network improved its own sustainability by:

- standardizing its internal financial and program reporting requirements;
- instituting performance standards on information/referral and technical assistance services provided to its client organizations;
- institutionalizing a client satisfaction feedback mechanism to measure the quality and usefulness of its services and to identify the need for new services;
- developing a standardized set of training programs on NGO/local government cooperation, accounting systems, P.R./promotion, securing business sponsorship,

- human resource management, newsletter and bulletin production, and Internet resources for NGOs;
- establishing an updated, computerized data base of funding sources for NGOs of foreign, national, regional, local public and private sources; and
- preparing a three-year development plan that sets forth its strategies for future financing and program direction.

SPLIT has truly become a national NGO-support network, and the figures below reflect the Network’s growth through its subcontract with the DemNet project.

SIGNIFICANT ACHIEVEMENTS OF SPLIT DURING DEMOCRACY NETWORK		
	1995	1997
46% increase in SPLIT’s sources of funding	50	73
198% increase in local government spending	\$13,849	\$41,286
9% increase in volunteer staff	79	86
16.6% increase in SPLIT’s customer base	1544	1800
13% increase in SPLIT’s training capacity	1665	1887

SPLIT is now capable of assisting nearly 1,900 NGOs annually in areas such as registration, legal and accounting issues, proposal writing, fund raising, developing coalitions, managing staff and volunteers, planning, and public relations.

4. STRATEGIES AND ACTIVITIES

During its collaboration with DemNet, SPLIT established more efficient and effective mechanisms of working together as a consortium of support centers. SPLIT members now meet monthly to review work accomplished on joint projects and plan future activities. They established e-mail and Internet links at each SPLIT center facilitating intra- and inter-organizational communication and information sharing. SPLIT members also began to use standardized formats for reporting on program activities and financial expenditures.

They have systems established to update and distribute information on resources, funding opportunities, training services, and other information for the Third Sector. The Registry of Funding Sources, a computerized database with 215 entries, including private and public local,

regional, national and international sources of funding for NGOs is regularly updated. SPLOT tracks feedback concerning the usefulness of the database to client NGOs with its Client Satisfaction Form. Originally developed for use by DemNet grantees, this information is available to any NGO in Poland through the six regional centers.

One of SPLOT's most significant achievements during DemNet was the development of Individual Offers of Support in response to needs expressed by grantees during assessment of their institutional capacities. In addition to helping NGOs with such issues as registration and fund raising (standard areas of technical assistance at every SPLOT center), each center was responsible for preparing training programs on specific topics for the Individual Offers of Support (IOS). These materials and curricula are shared with the other Centers and constitute a standard for the quality and type of information provided and methods used for transferring these skills to NGOs. The topics were selected in response to interviews conducted with DemNet grantees for the institutional assessment questionnaire.

The Offers included:

Publishing (Lublin) - These workshops allowed grantees to gain skills on how to better produce their newsletters and bulletins. For most participants, this was the first time that a comprehensive overview on producing publications was provided in a formal, organized manner. As a result, three grantees initiated the production of newsletters about their activities. The remaining participants reported that they improved the content, layout, and format of their existing publications.

Internet Skills (Lublin) - The session on Internet taught grantees about e-mail and showed them how information from the World Wide Web can help them identify funding sources as well as potential partners in their work.

Financial Management (Lublin) - These workshops provided participants with an accounting system using Excel spreadsheets that tabulated monthly income and expenditures by program and tracked cash flow. The participants were able to see how this tool allows organizations to better strategize their financial planning.

Promotion (Poznań) - These sessions provided grantees with individual assistance in preparing informational brochures and developing better public relations strategies, especially in improving working relationships with their local media.

Volunteer Recruitment and Management (Poznań and Warsaw) - Grantees interested in improving skills in volunteer recruitment and management attended workshops offered by the Volunteer Centers located in four of the SPLOT Centers. The sessions provided information on volunteer resources from specialists in the field and enabled grantee organizations to recruit volunteers registered with the Centers.

Performance Assessment and Evaluation (Warsaw) - The performance assessment module gave grantees a system and guidelines for better human resources management within their organizations. On-site consultation stressed implementation of the performance appraisal process.

Corporate Sponsorship (Katowice) - This session addressed the current legal framework for sponsorship agreements and provided guidelines for securing business support of NGO activities.

NGO/Local Government Cooperation (Gdańsk) - This workshop presented grantees with models of existing programs of cooperation, and consultation to help establish formal agreements of cooperation with their local governments. Formal agreements were developed in Elbląg, Rzeszów and Łódź as a result of this assistance.

Based on the results of the institutional assessment, SPLOT TA providers recommended specific IOS sessions to the grantee, or the grantee indicated interest in attending a session on a particular topic. Whenever possible, the IOS sessions were held in the field, rather than at the SPLOT offices, and organizations within the same region with similar interests were encouraged to attend to facilitate inter-organizational contacts and the sharing of experiences. Between December 1996 and May 1997, 34 DemNet grantees attended these workshop sessions.

To standardize the measurement of client feedback SPLOT developed a Customer Satisfaction Form. The questionnaire was first introduced as a follow-up to the IOS and completed by the grantees after training workshops or review of written materials. As the following chart illustrates, responses showed an overall high level of satisfaction with the materials and workshops. However, opinions about how the IOS increased grantee sustainability varied greatly.

Results of Customer Satisfaction Form

	Maximum Possible Score	Average Score	Range
Satisfaction with Services	24	22	14-24
Improvements in the Organization	18	14	3-18
Role of Support Provided in Improvements in Sustainability, Skills and Involvement in the Community	18	12	3-18
Total	60	50	

5. ANALYSIS AND CONCLUSIONS

DemNet's cooperation began at a key moment in SPLOT's development into a viable national TA network, solidifying a development that was already taking shape. The further development of an NGO support infrastructure, with diversification of services, outreach, and the ability to provide valuable services to NGOs will bear out the viability of a network approach.

Evaluation of SPLOT's training materials and workshops was highly favorable, averaging 22 of 24 points on the Customer Satisfaction Form (see above). This indicates that the information was presented in an understandable, useful manner. However, it is difficult to determine a relationship between increased sustainability, skills, and involvement in the community of the respondent organizations with the assistance provided by the Centers. Responses showed an average of 14 out of 18 points on the scale measuring increased sustainability, skills, and involvement in the community. But, when grantees were asked to what extent the assistance received from the Centers contributed to those improvements, the average dropped to 12 points out of a maximum of 18, with a wide range of responses (from 5 to 18).

Although the majority of scores were in the medium to high range, SPLOT plans to conduct more in-depth discussions with specific organizations to determine the cause of the low scores in the role of SPLOT support in improvements to sustainability, skills, and involvement in the community. These scores might be due to a number of factors including:

- 1) the need for different services;
- 2) lack of knowledge on the part of the service provider in the day-to-day operations of client organizations;
- 3) difficulty on the part of the respondent to determine a relationship between services received and impact on the organization; or
- 4) a fault of the customer satisfaction instrument itself.

Each SPLOT service provider has incorporated the Customer Satisfaction Form into its regular operating procedures. SPLOT will continue to work on improving the form and writing detailed instructions on its use.

Legacy IV: Permanent Mechanisms for Civic Participation

1. GOAL

The Partner Cities have transparent mechanisms of NGO financing through grant making and/or contracting.

2. INDICATORS AND DEFINITIONS

The Democracy Network Project promoted sectoral NGO sustainability through a campaign to promote a better understanding of NGOs, through the development of a viable national NGO support network, and through its **Local Partnership Program**.

Laws passed in Poland at the beginning of the transformation period established both the system of local representative government and the legal status of independent associations. Since the early 1990s, both these institutions have been developing along parallel tracks strengthening their capacity to identify and address local needs. The Local Partnership Program developed the link between NGOs and local government and fostered local government as an indigenous source of funding for Polish NGOs.

The objective of the Local Partnership Program was to form NGO-Local Government cooperation in at least two USAID Partner Cities by establishing the goals, principles, and procedures required for local governments to institutionalize financing of NGO activities through a transparent, open, and competitive grant-making and/or contracting mechanism.

3. RESULTS:

DemNet worked with local government officials and NGO representatives from 15 cities throughout Poland and provided technical assistance and training. The Program increased local government support for local NGOs by instituting NGO grant-making programs at the local level. City officials in 11 cities signed agreements creating a framework for future cooperation with NGOs, including developing grant programs and subcontracting services. As of June 1998, six Polish cities have instituted grant programs, setting aside funds of \$288,750; five more have instituted grant programs whose budgets will be determined in the fall of 1998; another four have submitted grant programs for consideration by local city councils.

Some of the outcomes from DemNet Poland's efforts include:

- 11 local government-supported grant programs established as a result of local ordinances passed by city councils;
- 4 grant programs prepared and submitted to city councils for consideration;
- 7 local government/NGO liaison officers appointed by local authorities;

- 3 cities prepared systems for subcontracting services to NGOs;
- 15 local coalitions of NGOs are working with local governments to develop programs; and
- 98 reports on the NGO/Local Government cooperation programs appeared in media throughout Poland.

Under Cycle III projects, DemNet grantees organized NGO task groups in eight cities (Łódź, Gliwice, Szczecin, Konin, Warsaw-Centrum, and three municipalities in the Union of Cieszyn Gminas) to work with local government representatives on agreements to institutionalize cooperation between NGOs and local government. During the reporting period, a total of 126 representatives of NGOs and local government officials participated in workshops on strategic planning and similar cooperation programs in other Polish cities.

Below are other examples of DemNet grant projects successful in working with local government:

The **Elbląg Association to Support NGO Initiatives** coordinated a coalition of NGOs working to amend an ordinance regulating a local government funded NGO grant program. It played a major role in having Elbląg's NGO Liaison Officer appointed by the Mayor and designed a publicly-funded grant program for NGOs. The grant program includes a review board of city councilors and NGO representatives whose main task is to recommend grant awards based on an assessment of the applications submitted by local groups.

Working together with 12 local NGOs, six central government agencies, and six local government institutions, the **CITON Foundation** established the *Equal Opportunities Coalition* to advocate for services for the handicapped. The Coalition developed a publicly-funded grant program for NGOs that was approved by the City Council, thus providing a sustainable source of local funding for Łódź's NGOs. Representatives of the Third Sector are now regularly invited to participate in City Council and Committee meetings when issues concerning their constituencies are on the agenda.

4. STRATEGIES AND ACTIVITIES

AED staff, a consultant, and Cycle III grantees provided 2,456 hours of consultations concerning NGO/local government partnership programs; developing specific mechanisms for grant programs (applications, selection criteria, monitoring and evaluation, and accounting) and legal issues related to the contracting of services from NGOs.

At training workshops, 1,210 NGO representatives presented model programs to representatives from other Polish cities.

Activities of the Local Partnership Program	
Total Number of Gminas in Program	15
Coalitions of Local NGOs	15
Number of NGOs in Coalitions	901
Partnership Programs Accepted by Local Authorities	11
Partnership Programs Being Considered by Local Authorities	4
Total Increase in Local Government Financing of NGO Grant Programs	\$288,750

In May 1998, DemNet organized a two-day conference in cooperation with the MISTIA Institute of Local Government and Administration. During the meeting, participants discussed the accomplishments of DemNet's Local Partnership Program and plans for continuing the development of cooperation between NGOs and local governments, particularly in light of the planned administrative reform. The conference was attended by 68 representatives from USAID Partner Cities, Chemonics, the SPLOT Cooperation Network, associations of local government officials, and consultants working for the Local Government Partnership Program.

5. ANALYSIS AND CONCLUSIONS

In the beginning of the DemNet project, many grantees found themselves in adverse relationships with public authorities when they tried to increase their roles in influencing policy. Government officials on all levels perceived them as competitors, nuisances, or even anti-democrats representing small but vocal minorities. This has changed. NGO partnerships with governments, particularly on the local level, are now widespread, and a spirit of cooperation is manifested in the success of DemNet's local partnership initiative.

Efforts undertaken to build cooperation between NGOs and local governments were successful and merit continuation and expansion. It is imperative that these activities be supported and lessons learned transferred to other municipalities. DemNet-sponsored activities concentrated on publicly-funded grant programs. It is also essential to support developing systems for local governments to contract NGOs for services. Several such initiatives have been piloted by the UNDP Umbrella Programme.

The establishment of local grant programs is significant for two reasons. First, it reflects a willingness on the part of local government to endow its recognition of the Third Sector's work with financial commitments. It is an indication of a modern conception of public administration that strives to involve citizens, business, and institutions when public issues are addressed. Second, it provides an important source of future funding and sustainability for NGOs. As NGOs have to

prepare for the gradual withdrawal of foreign funders, the development of indigenous sources of assistance becomes very important. DemNet's Local Partnership Program was an important step in this direction.

Legacy V: Heightened Public Awareness of NGOs' Role in Civil Society

1. GOAL

The general public is informed of the positive achievements of the NGO sector and its role in developing a democratic society.

2. INDICATORS AND DEFINITIONS

Public support for independent non-governmental organizations is an essential element in strengthening the Third Sector. This public support is especially important for public advocacy NGOs whose work involves mobilizing citizen participation in civic life and bridging the space between citizens and local government.

Widespread public support for NGOs appeared to be lacking in Poland at the beginning of the DemNet Project. Increasing awareness about the work of NGOs among the general public, business, and government at all levels was seen as primary in changing attitudes toward the NGO community and promoting the culture of support for independent organizations. Therefore, DemNet sought to increase press coverage of the positive work of NGOs and to encourage more active participation in NGO activities.

3. RESULTS

More than 54,000 individuals participated in projects, conferences, training, and other efforts that were organized, facilitated or funded by the DemNet Project. This includes participants in NGO conferences sponsored by DemNet and volunteers and youth groups involved in nature conservation activities that were convened or organized by DemNet grantees.

Under the Democracy Network Project, 1,000 NGOs participated in the first national NGO conference in Poland in September 1996. The conference received national press coverage and became a milestone in building public awareness of NGOs. It also led to discussions for laying the groundwork for broadly-based legal reform of the non-profit sector.

More than 300 articles were entered into a nationwide competition for the best feature articles on NGOs in a democratic society. Six articles were awarded prizes and special recognition, and were published in *Gazeta Wyborcza*.

Throughout the Democracy Network Project, 2,583 articles appeared in local and national press about the Project and DemNet grantees. DemNet staff appeared on numerous national television and radio broadcasts.

Five Polish businesses were honored at the first Benefactor of the Year Awards which promoted corporate responsibility and citizenship and a spirit of philanthropy in the Polish business community. The honorees were selected by a committee of prominent Poles from 180 nominated companies. The awards received wide coverage in the Polish media. Award winners included:

Benefactor of the Year— Best Cooperation

Konimpex Sp. z o.o. for in-kind contributions to 15 non-governmental organizations in the Konin Province.

Benefactor of the Year—Most Original and Innovative Approach

Bancom Telemarketing Center for a flood assistance coordination center created by the company. For three weeks, Bancom suspended all business activities and the entire company— its employees, offices, and computer equipment— worked to coordinate and deliver assistance to flood victims in southern Poland.

Benefactor of the Year—Employee Participation

Abimel Starogard Gdański for financial support to humanitarian organizations, and donations of furniture which employees produced after working hours and donated to flood victims in Poland and war victims in Chechnya.

Benefactor of the Year—Greatest Contribution to a Specific Project

Wloclawek China Factory for their support of the Szansa program which assists breast cancer patients. In addition to financial support, the Wloclawek China Factory provided medical support, co-organized a public education campaign on the need for regular breast exams, and conducted a local campaign promoting healthy life styles.

Benefactor of the Year—Special Award

Tadeusz and Piotr Cichonski Bakery in recognition of their contribution of bread and other baked goods to a day care center for outpatients at a local psychiatric hospital over the last six years. The Cichonski Brothers not only bake and deliver bread to the Center every day, but also organize and participate in field trips and other special events.

DemNet's strong focus on promotion and public relations resulted in the publication of a number of resources, produced both by DemNet staff and DemNet grantees, that will assist the Third Sector and local authorities. (Detailed information can be found in Attachment 4. Resources.)

One of the major achievements of DemNet and its grantees was preparation, editing, publication and dissemination of 14 Best Practice Manuals. DemNet distributed about 4,300 copies to 100 NGOs, (including the 65 DemNet grantees), 48 USAID Partner Cities, 30 information centers and libraries, and two local government representatives in school departments. The manuals were announced and presented at a DemNet-sponsored conference, publicized through ASOCJACJE, an NGO newsletter with 2,500 readers, and distributed on a list of printed materials which was sent to 2,500 local governments. The manuals include:

- How to Conduct a Community-Wide Anti-Alcoholism Program
- Developing Third-Sector Local Cooperation on the Gmina Level
- Participatory Economic Development Planning on the Gmina Level
- Managing Residential Building Councils
- Developing New Local Educational Policies
- Stimulating Public/Private Sector Cooperation for Tourism Development
- Stimulating Change to Resolve Social Problems in the Community
- Developing Comprehensive Child Abuse Prevention Program
- Creating and Implementing Regional Sustainable Economic Development Plans
- Promoting Sustainable Economic Development Planning in Rural Communities
- Organizing Citizen/Local Government Partnerships to Create Nature Reserves
- Eco-Team Approach to Resource Conservation in the Household
- Developing Frameworks for Local Government/NGO Cooperation and Public-Funded Grant Programs for NGOs
- Starting and Growing a Community Foundation

Additional resources include:

- **16 data banks** established to provide the public, NGOs, and government officials with updated information on a range of topics;
- **14 training modules** prepared on a variety of subjects from student government to child abuse prevention to operating a telephone hotline;
- **5 research reports** written on the most important social problems (Warsaw), the status of services for disabled citizens (Katowice), citizen education programs for school children (Warsaw district of Ursynów); the status of children and youth services (Bydgoszcz); and an assessment of the quality of the education system. The reports were based on questionnaire surveys;
- **Donor's Handbook** published presenting legal regulations and tax deductions applicable to donations to non-profit organizations for Polish businesses and philanthropists; and
- **“Porzadnie Poza Rzadem” (“Doing Good Without Government Help”)** published. It is a volume on DemNet projects containing best examples of NGO/local government cooperation; snapshots of DemNet grantees and NGO leaders; and a summary of DemNet project results.

4. STRATEGIES AND ACTIVITIES

Dem Net's efforts to increase public awareness of the NGO community and its role in developing a democratic society took two simultaneous directions. First, staff efforts concentrated on conducting

conferences, contests, and other public activities. Receiving press coverage was a major goal for each event.

Second, and perhaps more important, training and technical assistance focused on teaching promotion and public relations skills to grantees. Those were the workshops ranked highest for usefulness with current work.

DemNet worked to implement and promote public events such as:

- Hosting the first national NGO conference in Poland in September, 1996 (1,000 NGOs participated). The conference served to educate the public about NGOs in democracy.
- Advertising DemNet's grant competition extensively in papers across the country. The first grant awards ceremony received coverage on national television. First Lady Hillary Rodham Clinton's announcement of continued funding for grants also brought national coverage to the role of NGOs in a democratic society.
- Co-sponsoring a nationwide competition for the best feature articles on NGOs in a democratic society. Partners in the project were the *Gazeta Wyborcza*, Poland's largest national daily newspaper, and the European Union's PHARE Program, which provided 50% of the funding as well.
- Working with the Forum of Non-Governmental Initiatives, KLON/JAWOR Data Bank, the PHARE Civic Dialog Programme, and Businessman Magazine to develop and present Benefactor of the Year Awards. The awards, which aimed to promote corporate citizenship and the culture of philanthropy, were the first such awards given out in post-war Poland. The 1997 award winners were selected by a jury of prominent Poles and announced at a ceremony held in April 1998 at the Porczynski Art Gallery in Warsaw.
- Publishing a booklet citing the 10 best examples of NGO/local government cooperations, profiles of NGO leaders who participated in DemNet-financed activities, and summaries of all DemNet grantee projects.

DemNet staff, consultants, and sub-contractors provided extensive training and technical assistance in promotion and publications. All DemNet grantees completed training in *Promotion and Media Relations*, providing funded organizations with a completely new concept for working with the media.

DemNet grantees, supported by the training and TA, were also encouraged to develop strong outreach programs by designing and producing promotional and educational materials. DemNet grantees developed numerous publications that provide useful information to assist other NGOs, government representatives, and business leaders working on specific issues.

DemNet's emphasis on promotion in its training and TA programs showed strong results. One example of the success DemNet grantees had through focusing efforts on public relations is illustrated by a project implemented by the SYNAPSIS Foundation. The Foundation, a service and support organization for people suffering from autism, created a network of organizations from eight cities throughout Poland to advocate among the public, private, and NGO sectors for greater

availability and coordination of services for its constituents. Its public education efforts included a national billboard campaign on autism as part of European Autism Week. The Synapsis Network presented a list of proposals to Polish Parliament on how persons with autism and their families can be better assisted, and conducted a series of meetings and conferences to raise awareness of these issues among local and national decision-makers. The Network's activities resulted in 1) a Ministry of Health decision to launch a national program of assistance for autistic children (to be developed in cooperation with the Network), 2) a decision by the Ministry of Education to institute programs for autistic children, and 3) a decision by the city of Warsaw to test a 15% sample of school children for developmental problems as a pilot project for a national survey.

DemNet's public outreach focus also included development of a booklet highlighting the 10 best examples of NGO/local government cooperation. The booklet, which will be distributed through the Open Society Network/SPLIT, DemNet grantees, and local governments, also includes profiles of NGO leaders who participated in DemNet financed activities and summaries of DemNet grantee projects.

5. ANALYSIS AND CONCLUSIONS

Since the fall of Communism, thousands of people have become involved in the activities of foundations, associations, and self-help groups in Poland. This phenomenon had not, however, been given its due coverage in the press. Journalists were not sure how to approach this new "entity," that is, citizens organizing themselves to work on behalf of a variety of different groups, helping themselves and others, and influencing local and national policies.

While the impact of the awareness-building activities is difficult to assess, it would be a conservative estimate to say that 25% of Polish society learned of or was exposed to some activity implemented under the DemNet Project.

DemNet grantees represented a very advanced sampling of Polish NGOs with advanced training needs. Among the DemNet offers for TA, participants rated most highly the media and public relations training and reported numerous instances in which they had applied the skills learned. As more and more NGOs graduate to the advanced stages of institutional capacity, media and public relations training should be given high priority by future NGO training providers.

One of DemNet's largest undertakings was management and distribution of the best practices manuals. While each grantee was responsible for producing its own manual, DemNet staff coordinated the process from developing content to publication. The guidelines they developed for manual production follow:

- Define the structure (main content) of the manual at the beginning of the process and send it to all writers;

- It is very important to determine the target group (recipients) for each manual. Reiterating the target audience to writers and editors will help to avoid revisions and corrections to suit specific recipients;
- Designate one person to be responsible for coordinating the entire process. He/she will monitor progress, communicate deadlines and schedules to writers, and meet with writers to discuss copy changes;
- Hold a meeting of writers, editors, and others who will be involved in the publication process as early in the production as possible. Explain expectations, work schedules, and responsibilities and rules. This eliminates duplication of work and familiarizes everyone with the process from the start;
- Enlist two types of reviewers for each manual: a specialist in the field and a potential reader;
- Allow plenty of time for writing, editing and printing manuals, particularly in situations where program managers have no previous experience with writing manuals and may be implementing programs at the same time. (In some cases the six to nine months given by DemNet was not enough.)
- Be consistent with language and style. Take potential readers through the program development step-by-step.

Legacy VI: A Sustainable Successor Organization: The Academy for the Development of Philanthropy in Poland

1. GOAL

A sustainable, indigenous organization is established to promote and create sustainable mechanisms for funding local initiatives.

2. INDICATORS AND DEFINITIONS

DemNet's exit strategy was to have an indigenous Polish successor organization registered and funded to continue DemNet's work before the project came to a close. In the course of its work, DemNet identified the community foundation model as a mechanism that could provide sustainable funding for local NGO initiatives. DemNet administered studies, funded pilot programs, and conducted extensive training of NGOs to determine the feasibility of establishing community foundations throughout Poland and establishing endowments to increase the potential for and independence of Polish NGOs.

The primary mission of DemNet's successor organization will be to advance the work started by the DemNet program in assisting and supporting Polish communities in the development of endowment funds from local, national, and international sources, and local management of the endowments through newly-established community foundations. The organization will support programs to encourage corporations and private individuals to finance socially beneficial undertakings and will highlight the advantageous effects of such efforts.

3. RESULTS

An indigenous Polish successor organization, the **Academy for the Development of Philanthropy in Poland (ARFP)**, was established and registered in February 1998 to continue the Democracy Network Project's efforts aiming to promote civic participation and the long-term sustainability of the Poland's Third Sector.

On April 1, 1998, AED subcontracted the ARFP to jointly implement the DemNet Project through project close-out on July 31, 1998. A three-year strategic development plan was formulated, and as of July 1998 donors (Batory Foundation and Ford Foundation) had made funding commitments of \$800,000 over the next three years.

A study on the feasibility of establishing community foundations resulted in the design of an action plan for the Community Foundation Development Center, a project which will be undertaken by the ARFP.

During the course of its work, DemNet funded two pilot projects in the cities of Nidzica and Bystrzyca Klodzka to test the community foundation concept in the Polish context. One of the projects managed to raise 70,000 PLN (\$20,000) to support a college scholarship fund for community youth.

4. STRATEGIES AND ACTIVITIES

As part of its exit strategy, DemNet worked with the NGO community to explore the community foundation model to determine if it is a viable, sustainable mechanism for funding local NGO initiatives. During its tenure, the Democracy Network Project's efforts toward promoting community foundation development were extensive.

Since the community foundation concept was new to Poland, education and information sharing was the first step in DemNet's efforts toward community foundation development. The following conferences were co-organized with a number of Polish NGOs and international donors:

- **Community Foundations in Concept and Practice** (March 12, 1997). At this conference 32 participants representing 25 Polish NGOs, Third Sector support institutions, and Polish donor organizations discussed the community foundation concept and its potential application in Poland. The group arrived at the following conclusions:
 - 1) community foundations are an untapped opportunity for expanding cooperation between business, local government, and NGOs;
 - 2) the community foundation model must be modified for the Polish legal and social context; and
 - 3) a number of different models for different-sized communities must be considered.

- **Why Community Foundations Regional Meeting** (April 24-26, 1997). The conference drew 47 participants representing community foundations, Third Sector support institutions, and international donors. The meeting was convened by several international donor organizations, Polish funders, and NGO support organizations that gathered to learn about the functioning of community foundations in other countries and about community foundations as a tool for local development and advancing non-profit sustainability. Findings of the conference included the following:
 - 1) community foundations in CEE countries, in addition to their traditional functions, should also work to develop civil society, encourage citizen participation, build NGO/local government/business partnerships, and encourage local philanthropy;
 - 2) challenges faced include continued expectations that governments will address all social needs, limited private wealth, unstable currencies, and underdeveloped capital markets; and
 - 3) technical barriers need to be addressed through increased information sharing, training, technical assistance, and networking.

- **Growing a Community Foundation: Development and Networking** (January 25-27, 1998). This conference focused on community foundation start-up, feasibility, and networking. In attendance were 40 representatives of organizations active in community foundation development in 11 European countries and the USA. Representatives of the City of Nidzica, a DemNet grantee, presented details of the city's pilot community foundation at the conference.

As a result of the interest expressed in community foundation development, DemNet conducted a study in four Polish communities to assess the feasibility of establishing community foundations and to evaluate local capacity to contribute to endowment funds. This study was co-financed by the Stefan Batory Foundation (\$4,000) and the Leopold Kronenberg Foundation (\$10,000) and included financial simulations of several different approaches to establishing a community foundation.

The study concluded that for a community foundation to be viable in the towns studied, the following resources would be necessary: Start-up capital from local sources; seed money from external donors; and annual local contributions. Such resources would allow the foundation to develop an endowment, conduct a small grants program, and achieve a meaningful, sustainable funding impact in the local community within 10 years.

At a conference in April 1998, DemNet presented the findings of its Community Foundation Feasibility Study. The presentation was followed by a long discussion on community foundation development in which community leaders from the four studied communities, local public officials, business people, and the media participated. The feasibility study was published in English and Polish and distributed to 300 organizations in Poland and other countries.

An 18-day training program on community foundations was conducted in May, June, and July 1998, to increase the capacity of 30 community leaders and ARFP staff to successfully engage in community foundation development work. The program curriculum was based on the findings of the "Feasibility Study on Establishing Community Foundations" and a needs analysis compiled by

ARFP staff and community leaders involved in community foundation initiatives. The program encompassed four thematic modules:

- Community Foundations;
- Community Leadership and Grant Making;
- Marketing and Fund Raising; and
- Legal and Accounting Issues

Following completion of this training curriculum, participants attended week-long study visits to observe the function of community foundations in the United States and Great Britain, and drafted action plans for the next steps in establishing community foundations in their communities.

DemNet's work in promoting community foundation development also included:

- Co-funding a study on the “Establishment and Management of Endowment Funds” in Poland which was prepared by the International Center for Not-for-Profit Law and distributed to organizations participating in the community foundation initiative;
- Producing an analysis of the income-generating potential of investment instruments currently available in Poland (bonds, mutual funds, bank certificates, stock); and
- Publishing a Donor’s Handbook for donors in Poland that presents legal regulations and tax deductions applicable to donations to non-profit organizations.

As the DemNet program closes, ARFP is prepared to continue its activities, focusing specifically on three projects.

ARFP’s Community Foundation Development Center will

- support communities in establishing community foundations, assist in building endowments and in development of strategic planning and funding procedures;
- provide training and technical assistance in fund raising, board development, community leadership, marketing and promotion;
- provide up-to-date information and manuals about community foundations, management and related charity work, as well as about available support networks abroad; and
- promote philanthropy in general, and community foundations in particular, with a media campaign and a series of presentations and workshops to business, local government, and NGOs.

ARFP’s Donor Service Center will

- provide services and advice to donors, including legal and tax assistance, access to up-to-date information about local and national needs;
- inform and advise on sponsorship opportunities;
- design and manage sponsorship programs; and
- administer funds and design grant programs on behalf of donors.

ARFP’s Donors Forum will

- provide a meeting place for donors to network, exchange information, facilitate cooperation, coordinate efforts and lobby for legislative change.

5. ANALYSIS AND CONCLUSIONS

All of DemNet’s work—studies, training and technical assistance, etc.—led to the development of its successor organization, ARFP. DemNet’s exit strategy was to have a fully-operational organization with trained and qualified staff in place six months before the project’s end. Allowing the ARFP staff to complete the DemNet project as a subcontractor aided their experience and training and gave the organization time to raise significant funds to continue development of community foundations throughout Poland. The feasibility study indicated a strong need and

desire for continued training and technical assistance programs to develop sustainable community foundations. As DemNet closes, ARFP has solid funding and is advancing the DemNet legacies.

III. Lessons Learned

After more than three years of project activities, AED's Democracy Network Project in Poland is proud of its accomplishments. Nevertheless, the following lessons, in addition to the analysis and conclusions in the Legacies section above, can be drawn from the project, and should be considered by USAID and other potential funders who continue work on NGO strengthening programs in Poland and elsewhere in the region.

1. Grants to public policy NGOs should be longer than a one year period and should be renewable. Public policy work requires more time than other NGO activities. Many of the grantees needed more than the 12 months given to accomplish their goals. More flexibility to renew grants that were successful would have been helpful.
2. Individualized technical assistance was more effective than the general training courses. It seems that the best approach in the future would be to offer less general training for the universe of grantees, but more individualized technical assistance based on an institutional assessment tool, a training needs analysis, or grantees' own perceived needs.
3. The grant application selection and approval process should be conducted as an open, rolling application process, rather than as cycles with closed deadlines. Project review and selection should be conducted on an "as needed" basis. This would allow for more individualized technical assistance to grant applicants and could fit more closely the grantee's own project planning schedule.
4. Many NGOs in Poland have neglected to build broad-based support among citizens. In too many cases, NGOs continue to represent the views and interests of their leadership and members. At this stage in the development of the Polish NGO sector, it is imperative that future NGO support programs stress the importance of building constituencies representing community interests.
5. Agreement on one set of standards for determining sustainability of grantees would have been helpful. As the system was administered for DemNet Poland, three sets of measuring criteria were applied and three different results were achieved. One set of standards would eliminate duplication of efforts, saving time and money, and would make development of Individual Offers of Support easier.
6. The approval process for disbursement of grants should be streamlined, and conducted as expeditiously as possible. The DemNet approval structure called for the involvement of both USAID and the Democracy Commission. This process, due to the involvement of two large institutions, in addition to the implementor, proved to be lengthy and resulted in some bottlenecks. The authority for grant approval should squarely rest with the USAID country mission.

There is evidence as outlined in this report that the NGO sector has been strengthened over the life of the DemNet project. DemNet is leaving behind excellent resources for the Third Sector: the Academy for the Development of Philanthropy and the SPLOT NGO support network. New models for NGO-local government collaboration are in place and expanding. The private sector is beginning to participate in philanthropy. And communities are experimenting with adapting the community foundation concept to the Polish context. Much progress has been made, but much more can be done. The NGO sector and public advocacy NGOs specifically still warrant support and strengthening to continue their role in sustaining democracy in Poland. It is our hope that USAID for the remaining time it is in Poland will continue to offer this support to the Polish Third Sector.

Attachment 1: Final Outputs

DEMOCRACY NETWORK PROJECT Academy for Educational Development

FINAL OUTPUTS

COOPERATIVE AGREEMENT # 181-0032-A-00-5002-00

STRATEGIC OBJECTIVE 2.3.: LOCAL GOVERNMENT IS EFFECTIVE, RESPONSIVE AND ACCOUNTABLE

Intermediate Result 2.1. Increased Involvement by Citizens, NGOs, and Businesses in Local Civic Processes.

Targets: 1) 50 public advocacy oriented NGOs will become financially and organizationally sustainable with demonstrated ability to cooperate/influence local government and implement projects in environment, social services, economic growth, and democracy.

2) A sustainable network is established of six Polish NGO support organizations(Open Society Network/SPLOT), with standardized methods of providing technical assistance (TA) and training to NGOs, performance measurement and customer satisfaction plan in place.

Life of Activity Contribution to Target: AED provides funding and technical assistance to 50 NGOs for public advocacy projects that cooperate with or influence the public sector, especially on the local level; standardized operating procedures, monitoring, evaluation, client feedback mechanisms are established and funding secured by a network of 6 Polish NGO-support organizations to promote a sustainable, indigenous resource for Third Sector development through a subcontract with AED.

Life of Activity Results and Indicators	ID	Description of Tasks Completed	Output
1. 50 NGOs will become financially and organizationally sustainable with demonstrated ability to cooperate/influence local government and conduct public advocacy projects in environment, social services, economic growth, and democracy.	1.1	Grant applications through competitive bid process solicited and NGOs assisted in applying to DemNet for grants and training.	Grant program announcements placed in media; informational meetings held; technical assistance provided by TA NGOs; applications received from Polish NGOs.
	1.2	Selected best applications to fund public policy projects that will cooperate with local government in democracy, economic growth, environmental protection, or social sector restructuring.	65 grants awarded in Cycles I and II. \$706,626 awarded in Cycle I to 29 organizations seeking to influence the formulation, development, and implementation of public policy on both the national and local levels. \$706,119 awarded to 36 NGOs seeking to influence public policy on the local level and increase their ability to work effectively with local governments.

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<p>Indicators:</p> <p>a) NGOs have a plan to achieve</p> <ol style="list-style-type: none"> 1) fund raising goals for 2) and increase cooperation/ influence on local government for 1997-1998. <p>b) 50 NGOs demonstrate a diversity of funding sources (at least 3) and 15% funding from local public and private sources.</p> <p>c) 50 NGOs demonstrate application of skills learned during training workshops as evidenced by questionnaire survey.</p> <p>d) 50 NGOs demonstrate capacity to conduct public advocacy projects, to result in:</p> <ol style="list-style-type: none"> 1) local government/public administration financial support of NGOS; 2) direct involvement of local government/public administration representatives in NGO project; 	1.3	DemNet staff monitored grants: reviewed bimonthly program reports submitted by Cycle I, II, and III grantees and assessed progress and accomplishments. Staff conducted at least one site visit to each grantee and provided technical assistance on project implementation and monitoring.	65 NGOs successfully accomplished their DemNet public advocacy goals on 91 grants that included local government/public administration financial support of NGOs, direct involvement of local government/ public administration representatives in NGO project, direct involvement of NGO representatives in local government/public administration activities, introduction of new activities, policy changes, new ordinances and/or amendments, new decisions by local government/public administration and their institutions, increased NGO membership and volunteers, and citizens better informed about policy issues through the media and promotional activities.
	1.4	Provided up to 96 hours of consultation to each of 64 grantees to facilitate their strategic planning process. (One organization already had an annual strategic planning process.)	64 grantees have two-year plans to secure funds that include at least 3 different sources and a target of 15% from local government. 64 grantees have two-year strategic plans that set goals and define strategies for cooperation with or influencing local government.
	1.5	Technical assistance was provided to all grantees, in establishing cost accounting systems and preparing DemNet financial reports. DemNet staff monitored monthly financial reports and conducted site visits.	62 NGOs have systems in place to manage grant funds, i.e. able to competently prepare financial reports substantiated by appropriate documentation, segregate grant funds from different sources, and fully account for project expenses.
	1.6	Institutional assessment questionnaire developed and administered with Cycle I and II grantees, results analyzed; Individual Offers of Support for Cycle I and II grantees prepared and implemented and grantees referred to other technical assistance resources as required.	Cycle I and II grantees identified their individual institutional development needs and received TA in the areas of fund raising, staff and volunteer management, promotion, financial management, publishing, and using Internet. 34 grantees attended workshops; 61 grantees received written materials on these topics.

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<p>3) direct involvement of NGO representatives in local government/public administration activities;</p> <p>4) introduction of new activities, policy changes, new ordinances and/or amendments, new decisions by local government/public administration and their institutions.</p> <p>e) target of 3,000 citizens become involved in public advocacy issues through participation in USAID-supported projects.</p>	1.7	648 hours of training workshops were conducted by training subcontractors BOSIF and MISTIA in promotion, effective cooperation with local government and other institutions, fundraising, accounting, program planning, managing organizations and teams, and working with volunteers for 62 grant recipients as part of the comprehensive NGO training program provided to DemNet Project participants.	Staff from 62 grant recipients participated in training workshops and are familiar with fundamental principles of organizational and program management and able to apply them for the benefit of their organization.
	1.8	A survey was conducted among Cycle I and II grant recipients to assess effectiveness of DemNet organizational development and management training program conducted November 23, 1995 through January 19, 1997.	62 NGOs demonstrate application of skills learned during training workshops by providing at least 3 examples of changes introduced into the organization or improvements realized in management or organizational capacity as a result of the training.
	1.9	10 best examples of NGO/local government cooperation involving DemNet grantees were selected, drafted, edited, and published in a booklet.	A book was published containing examples of NGO/local government cooperation, profiles of NGO leaders, and summaries of the DemNet grant project for distribution to USAID Partner Cities and NGOs.
	1.10	<p>Conducted Cycle III grant competition:</p> <ul style="list-style-type: none"> • announced the competition; • AED staff pre-selected projects and obtained Selection Committee's approval; • AED staff developed full proposals with nominees, reviewed budget for cost-effectiveness and conformity with USAID requirements and obtained final recommendation from Selection Committee; • prepared project summaries for USAID and Democracy Commission approval; • signed grant agreements with 26 NGOs; • monitored project implementation. 	<ul style="list-style-type: none"> • 14 Best Practice Manuals developed on local government-NGO cooperation/public advocacy projects. Manuals were distributed to 40 USAID Partner Cities' governments. • 7 public policy projects from Cycles I and II expanded to result in model NGO/local government/citizen/ business community cooperation and materials developed and disseminated to enable future replication in Partner Cities; • 14 projects implemented in Partner Cities to 1) organize citizens and the business community to participate in economic development and neighborhood revitalization, 2) develop and strengthen mechanisms for citizen participation in local government planning and decision making, 3) establish public-private partnerships between NGOs and local governments for improved service delivery.

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Life of Activity Results and Indicators	ID	Description of Tasks	Output
<p>2. A sustainable network established of six Polish NGO support organizations (Open Society Network/SPLIT), with each member adopting standardized methods of providing TA and training to NGOs, established performance standards, methods of ensuring customer satisfaction by 1/98, to assist foundations and associations with:</p> <ul style="list-style-type: none"> • developing public advocacy projects, • working with local government authorities and institutions, • securing funds, • addressing organizational development and management needs. 	2.1	<p>SPLIT standardized its technical assistance in institutional assessment and strengthening through preparation and implementation of Individual Offers of Support for DemNet grantees. The Offers included written materials that were distributed directly to DemNet grantees and customized workshops to build skills necessary to conduct public advocacy which included:</p> <p>Publishing; Internet; financial management; promotion; working with volunteers; securing business support; NGO/local government cooperation; performance assessment and evaluation.</p> <p>SPLIT updated and maintained Registry of Funding Sources to provide grantees with appropriate referrals for project financing.</p>	<p>SPLIT is providing a standardized array of organizational development and management materials and workshops in 9 fields as listed in 2.1. and assistance in implementing NGO/local government cooperation.</p> <p>SPLIT members are following specific procedures for providing technical assistance and conducting activities under an agreed upon set of performance standards.</p> <p>The segment on NGO/Local Government Cooperation provided grantees with technical assistance, training and materials to enhance their ability to effect public policy changes on the local level</p> <p>A Registry of Funding Sources is available at each SPLIT center providing information on local, national, international, public and private funding sources to NGOs.</p>

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<p>Indicators:</p> <p>a) Network has a plan for 1997-1998 to achieve its fund raising goals, and presents the contribution of each Network member to achieving the plan.</p> <p>b) Network has a plan for 1997-1998 to achieve increased cooperation with local government, and presents the contribution of each Network member to achieving the plan.</p> <p>c) Network has a system in place to monitor activities for quality assessment and to adapt its services in response to client feedback.</p> <p>d) Network secures resources for its activities with at least three different sources of support and target of 15% funding from local sources.</p>	2.2	<p>SPLIT has identified appropriate funding sources to finance continuation of the support network for the Third Sector.</p>	<p>SPLIT has a two-year plan to secure funds that includes a target of 15% from local government and focuses on raising funds from local government and national associations representing local governments, private business, and the national government.</p>
	2.3	<p>SPLIT defined and implemented strategies to increase cooperation with local government by identifying and working with appropriate representative associations of local government to jointly develop and carry out policy initiatives.</p>	<p>SPLIT has a two-year strategic plan that sets goals and defines strategies for cooperation with or influencing local government. The plan identifies and describes mechanisms developed by each center for increasing local government support for NGOs, such as competitive and open grants, contracting for services, and inclusion of NGOs on local government committees. It includes detailed information on SPLIT's working relationships with associations representing local government and plans to continue advocacy for the involvement of NGOs and the continuation of support for NGOs seeking to implement joint projects with local government.</p>
	2.4	<p>Customer Satisfaction and Expectation Form was field tested and used with SPLIT clients, including Cycle I and II grantees; results were analyzed and modifications made to final version of form.</p>	<p>Customer Satisfaction and Expectation Form has been used to evaluate and improve SPLIT services. The first compilation showed high satisfaction with services (an average of 22 out of 24 points).</p>

<p>Intermediate Result 2.2. Local governments create and expand mechanisms for citizens', NGOs' and businesses' input.</p> <p><i>Target: Two Partner Cities have transparent mechanisms of NGO financing through grant making and/or contracting.</i></p> <p>Life of Activity Contribution to Target: AED provides 2 local governments in Partner Cities program with consultation and training to establish the principles and procedures required to institutionalize local government/NGO cooperation.</p>			
Life of Activity Results and Indicators	ID	Description of Tasks	Output
<p>3. Two local governments in Partner Cities program establish goals, principles and procedures required to institutionalize financing of NGO activities through a transparent, open, and competitive grant-making and/or contracting mechanism.</p>	3.1.	<p>NGO task groups were created to participate in the development of local government/NGO partnership programs. Involvement of community NGOs mobilized in the project.</p>	<p>Agreements were signed in 15 Partner Cities to work on the Local Partnership Project. Local government and NGOs signed Partnership Agreements in 15 cities.</p>
	3.2.	<p>Provided consultation, training, and technical assistance to local governments to develop mechanisms appropriate to needs and conditions of local community.</p>	<p>Six Partner Cities launched grant-making programs worth a total of \$288,750. Five more cities have approved grant-making programs which will be funded by the end of 1998. Four Partner Cities have submitted programs to city councils for consideration.</p>
	3.3.	<p>Six Partner Cities conducted grant-making competition for NGOs. Process is reviewed and fine-tuned.</p>	<p>Local government officials in 40 USAID Partner Cities provided with manual necessary to implement NGO/ Local Government cooperation.</p>
	3.4.	<p>A Conference was held to present models developed and lessons learned to USAID Partner Cities and other interested local governments and NGOs.</p>	<p>Discussion of DemNet's Local Partnership Program and plans made to continue developing cooperation between NGOs and local governments.</p>

<p>Intermediate Result 2.2. Local governments create and expand mechanisms for citizens', NGOs' and businesses' input. Target: <i>A sustainable, indigenous organization is established to promote and create sustainable mechanisms for funding local initiatives.</i> Life of Activity Contribution to Target: AED establishes and registers a Polish NGO to assist and support Polish communities in developing community foundations.</p>			
Life of Activity Results and Indicators	ID	Description of Tasks	Output
<p>4. A sustainable, indigenous organization is established to promote and create sustainable mechanisms for funding local initiatives.</p>	4.1.	<p>AED legally registered an indigenous Polish organization to promote and establish sustainable mechanisms of local funding for local initiatives. A primary activity of this organization, The Academy for the Development of Philanthropy in Poland, is to assist and support Polish communities in developing endowment funds to be secured from local, national and international sources, and managed locally through newly-established community foundations.</p>	<p>The Academy for the Development of Philanthropy in Poland was legally registered by the Warsaw District Court in February 1998. A three-year strategic development plan was formulated and as of July 1998. Donors have made funding commitments of \$800,000 over the next three years.</p> <p>A feasibility study was conducted in five Polish communities assessing the feasibility of establishing community foundations and evaluating their ability to contribute to endowment funds.</p>
	4.2	<p>AED subcontracted ARFP to jointly implement DemNet from April 1998 through project close-out.</p>	<p>Two pilot projects were conducted by DemNet grantees, the NIDA Development Foundation of Nidzica and the Foundation for the Development of Bielsko-Biała.</p>
	4.3	<p>Co-sponsored two conferences on community foundations to introduce a new approach to promoting financial sustainability of the Third Sector in Poland.</p>	<p>114 hours of training on community foundations was conducted for 30 community leaders and ARFP staff including start-up and management, marketing and fundraising, community leadership and grant making, and legal and accounting issues. The training included study visits to the United States and United Kingdom to visit operating community foundations.</p> <p>National one-day conference for 32 participants was held and two-day regional conference for 47 participants was held to promote community foundations.</p>

Attachment 3. Public Policy Impact

2.1. Democracy Network's Legal Impact

DemNet Poland's emphasis was on strengthening NGOs to work with or advocate to local governments. Grantees implemented advocacy projects or projects designed to execute and implement public policy in lieu of or in collaboration with local governments. The public policy achievements of DemNet grantees follow:

Overall Legal Impact:

- **59 local government ordinances passed**
- **3 amendments to national legislation**
- **1 article in new constitution**
- **4 ministerial executive decisions**

Legislative achievements are grouped according to the four Democracy Network areas: social sector restructuring, democracy, economic growth, and environmental protection. The Democracy Network grantee that lobbied for the legislation is identified in parenthesis.

SOCIAL SECTOR RESTRUCTURING (2 local ordinances, 1 change in national legislation, 1 constitutional article, 2 ministerial decisions)

Local Government Legislation

- Ordinance introducing anti-alcoholism program funded and introduced in Sokolka (Social Welfare Fund Foundation)
- Local anti-alcoholism program established and funded in Ostrowiec Swietokrzyski (Association for Handicapped Persons "Integration")

National Legislation

- Introduction of \$15.7 million into 1997 national budget to develop foster care and finance school lunch programs. (The Association of Adoptive and Substitute Families PRO FAMILIA, Children's Letters to the World Foundation)

Constitutional Article

- Guarantees for children's rights were written into Poland's new constitution in compliance with the United Nations Children's Rights Convention. (Children's Letters to the World Foundation)

Ministerial Executive Decisions

- Ministry of Health initiates and funds a national assistance program for autistic children. (Synapsis Foundation for the Strengthening of Family and Community Ties)
- Ministry of Education funds the introduction of an educational program for autistic children. (Synapsis Foundation for the Strengthening of Family and Community Ties)

DEMOCRACY (43 local government ordinances, 1 amendment to national legislation)

Local Government Legislation

- Ordinances establishing publicly funded grant programs for NGOs passed in Elbląg, Bielsko Biala, Warsaw, Łódź, Kielce, Cieszyn, Rzeszów, Skoczów, Chybie, Łowicz and Nowy Sącz. (Elbląg Association to Support Non-Governmental Initiatives, The Beskid Association to Support Non-Governmental Initiatives, SPLOT - Open Society Network, Information and Advice Center for Disabled Persons of the CITON Foundation, Łódzki Local Government Education and Study Center of the Foundation in Support of Local Democracy, PROM 2000 Children and Youth Foundation, Małopolska Institute of Local Government and Administration)
- Ordinance increasing the jurisdiction of cooperative apartment owners in appointing apartment management boards passed in Łódź. (Association for Residential Building Councils)
- Ordinances establishing funding for civic education programs in 30 elementary schools passed by 22 local governments. (Opole Local Democracy Center)
- Ordinances defining jurisdiction of Local Government Support Units passed by six local governments. (Association of Małopolska Local Governments)
- Ordinances reorganizing procurement procedures for cafeterias in state-owned institutions passed in five communities enabling them for the first time to assess the costs of food procurement and introduce more cost-effective methods. (The Association of Małopolska Local Governments)
- Ordinance introducing new local educational policy and priorities for the next eight years passed in Ława. (Center for Citizenship Education).
- Ordinance funding civic education programs in five elementary schools in Ursynów. (Institute for Study on the Foundations of Democracy).

National Legislation

- Act on Property Ownership amended specifying legal status of apartment cooperatives. (Association for Residential Building Councils)

ECONOMIC GROWTH (13 local ordinances)

Local Government Legislation

- Ordinance introducing an Economic Development Plan passed by the Dukla Town Council. (Association of Nonmaterial Assistance to Persons Seeking Work)
- Ordinance on supporting small business development provides for tax exemptions on land zoned for commercial development. (NIDA Development Foundation of Nidzica)
- Ordinance appointing a business representative to sit on the Economic Development Committee of Nidzica. (NIDA Development Foundation of Nidzica)
- Ordinances passed by nine communities to initiate tourism promotion and development strategies based on a model developed by the Economic Association of Czarna Biastocka. (Progress XXI Union of Local Governments Economic Association)
- Ordinance accepting a tourism development plan. (Association in Support of Local Initiatives of Mikoajki MS)

ENVIRONMENTAL PROTECTION (1 local ordinance, 2 ministerial decisions)

Local Government Legislation

- Ordinance passed by the City of Warsaw introducing environmental education programs in ten schools. (Environmental Education Center EKO-OKO)

Ministerial Decisions

- Decision by the Nowy Scz Provincial Governor to establish a park to protect amphibians (The Progress XXI Union of Local Governments Economic Association)
- The Ministry of Environmental Protection reversed a decision to regulate the Vistula River following public advocacy efforts undertaken by the Vistula Now Coalition. (Gaja Club Environmental and Cultural Association)

2.2. Democracy Network’s Institutional Impact

63 neighborhood, housing developments and rural village representative councils established

These councils are elected, representative sub-units of local government councils whose establishment is dependent upon a legislative decision by the city or town. These councils represent an electorate from a smaller geographic area, and afford a greater opportunity for public participation in local governance. The Union of Polish Cities advocated with its

member cities and towns to pass local legislation enabling the councils to be set up and provided technical assistance to ensure the smooth functioning of the councils within the larger administrative government. They are located in Białystok (1), Bytom (1), Człuchowa (1), Gdynia (4), Katowice (3), Łódź (36), Olsztyn (5), Poznań (5), Skoczów (1), Tychy (2), and Wrocław (4).

85 citizen task forces involved in projects' implementation

- 62 environmental groups working to conserve energy and household waste, protect endangered species and natural areas,
- 23 groups to resolve local development issues, take on housing estate management responsibilities, assess and propose solutions to social problems, improve transportation services for the disabled and remove architectural barriers, establish child abuse prevention programs and advocate on behalf of the rights for developmentally disabled family members.

10 regionally elected bodies representing the interests of farmers in local and regional policy determination were established as a result of the organizing efforts of the National Association of Village Administrators. Known as "Agricultural Chambers," they are located in the Łódź, Skierniewice, Warszawa, Siedlce, Radom, Tarnobrzeg, Katowice, Kraków, Człuchowa and Płock provinces.

2,927 local government officials trained. Local government officials participated in almost every training program offered by Democracy Network grantees as part of their projects. Officials are often new to their positions and just developing experience in governance, legislative process, budgeting, public relations, leadership, economic and sustainable development planning and other skills necessary to be effective legislators and municipal managers. Details on the training programs are listed below in the section on training packages.

14 Community Youth Councils formed to represent students and youth. Community Youth Councils are peer elected groups that act in a formal advisory capacity to city and town officials on issues effecting school-age and young residents. For example, the Council in Polkowice convinced town authorities to construct a skateboard court and support a Youth Cultural Center that organized festivities for Earth Day and Children's Day. In Glogow, Youth Council members sit on the City Council's Education and Cultural Committees, while in Jawor members participate in the Culture and Sport, Education and Budget Committees and organized public debates on such topics as the death penalty and civic organizations. As a result of Democracy Network projects, Community Youth Councils have been established in Gniezno, Olsztyn, Ostróda, Suwałki, Szczytno, Wadowice, Ostrowiec Świętokrzyski, Polkowice, Jawor, Legnica, Głogów, Żory, Lublin and Ława.

4 citizen rights centers established. The Freedom of the Press Monitoring Center advocates for the media's right to information from the public sector, monitors the legal framework governing the media, infringements on present law and serves as an information clearinghouse for journalists on these issues. The Committee in Defense of the Rights of Disabled Persons serves as an advocate for persons with physical and developmental disabilities to ensure their access to equal opportunities in education, employment, health and human services. The Mediation Center in Wrocław helps citizens, NGOs, local and national public officials reach agreement to resolve disputes on environmental issues. The Information Center on Environmental Law in Wrocław is a national clearinghouse and advisory service on laws and regulations protecting the environment.

11 local government supported NGO grant programs established in Elbląg, Bielsko Biala, Warsaw, Łódź, Kielce, Cieszyn, Rzeszów, Skoczów, Chybie, Łęczyca and Nowy Sącz as a result of support provided by the Democracy Network Project. Four additional programs are being developed through its Local Partnership Program and by Democracy Network grantees.

Attachment 4. Social Impact/Civic Participation

One of the aims of the Democracy Network Project was to increase citizen involvement in community affairs, and to raise awareness of the importance of the Third Sector. The figures presented below provide a brief presentation of increased citizen participation resulting from the activities of Democracy Network grantees.

54,000 individuals affected who participated in projects, conferences, training, and other efforts that were organized, facilitated, or funded by the Democracy Network Project. This number includes participants in training of local government officials, participants in NGO conferences sponsored by the Democracy Network Project, or volunteers and youth groups involved in nature conservation activities that were convened or organized by Democracy Network grantees.

27 public advocacy coalitions organized - examples include:

- A coalition of local organizations, Alcoholics Anonymous Clubs, city officials, councilors and city institutions successfully lobbied to have an ordinance passed establishing a community-wide alcoholism prevention program in Sokolka.
- The Equal Chance Coalition in Łódź worked with local officials to improve public transportation for the disabled and to improve handicapped access to public buildings. As a result of the Coalition's activities, the local government established an open and transparent funding program for NGOs to secure support for services to the community's disabled residents.
- A coalition of eight organizations in eight cities was able to secure financing from the Ministry of Health and the Ministry of Education for services for autistic children.
- The Forum for Non-Governmental Initiatives that brought together 1,000 NGOs from 48 provinces secured signatures from 268 groups on a declaration of building joint relations between all three sectors of civic life and secured approval among its members of "Principles for NGOs in Working with Donors."
- In Krosno, a citizen coalition worked with local officials, NGOs and residents to create a development plan for the town and its environs.

2,583 articles published about Democracy Network grantees in local and national newspapers and periodicals; Best NGO article competition conducted in cooperation with *Gazeta Wyborcza* - 300 entries submitted, 6 winning articles printed in largest Polish daily (circulation 500,000).

Attachment 5. Resources

The Democracy Network Project and its grantees produced a number of resources and publications that will assist the Third Sector and local authorities. Partnerships between local government and NGOs produced several economic and sustainable development plans. Data banks, reports, best practice manuals and training materials will continue to benefit the work of NGOs.

16 data banks established that provide the public, NGOs, and government officials with updated information on a range of topics including: Autism diagnosis centers in the country and services to persons suffering from autism; foster families and children awaiting placement; services for the unemployed and job opportunities in Tomaszów Mazowiecki and Krosno; business and investment opportunities in Lećajsk; the status of ethnic minorities; communities and groups working toward the clean-up and preservation of Poland's largest river - the Vistula; businesses and firms in Bilgoraj; agro-tourism lodging sites in the Białyostok province; mountain wetlands in the Nowy Sącz province; citizen initiatives in the city of Bielsko-Biała; and NGOs and potential donors in Kraków.

5 research reports written based on questionnaire surveys conducted on the most important social problems (Warsaw), on the status of services for disabled citizens (Katowice), on citizen education programs for school children (Warsaw district of Ursynów), on the status of children and youth services (Bydgoszcz), and an assessment of the quality of the education system (Iława).

14 training modules prepared:

- *Student government - The Legal Framework.* Describes laws and regulations governing student councils and includes model statutes, goals and activities. Education for Democracy Foundation.
- *Nature Education - Lesson Plans.* Prepared for teachers introducing nature education in their pre-school and elementary classes. Eko-Okko Foundation.
- *Operating a Telephone Hot-line.* A video cassette training program intended for volunteer workers of telephone hot-lines that also includes fund raising tips. Polish Association of Hot-lines.
- *NGO Management and Development Training for Minority NGOs* was prepared for the Information Center on National Minorities by the Union of Independent Ukrainian Youth.
- *Child Abuse Prevention* training packet includes information on diagnosing the problem, consequences of child abuse, case studies and how to intervene. Nobody's Children Foundation.
- *Community Task Force* training materials prepares residents, local social welfare personnel, and government officials to assess community social welfare needs and

- develop solutions. The materials include information on project planning, fund raising and negotiation. Bene Vobis Foundation.
- *The Councilor as Leader* is a trainer's guide for a comprehensive program targeted to local government representatives on 11 roles of a Local Government Leader. Szczecin Foundation in Support of Local Democracy.
 - *Establishing and Maintaining an Organization that Supports Entrepreneurship* includes information on how to support small and medium-sized businesses, conduct financial analyses, establish lines of credit and guarantee funds, and how to set up and operate business incubators. Zelów Development Foundation.
 - *Teaching Citizenship* is a series of 12 lesson plans for teachers that includes the topics of tolerance, rights and responsibilities in the family, freedom, protecting the environment and how to run a student government. Opole Local Democracy Center.
 - *Training Materials for Children's Rights Mediators* is a comprehensive program that prepares participants in undertaking the role of mediating with authorities on behalf of children's rights that are legally protected by law. Children's Letters to the World Foundation.
 - *ABC's of Democracy* is a training manual with 15 lesson plans for school teachers on the principles of democracy, human rights, students' rights, student councils, political parties and how to set up an association. Institute for Study on the Foundations of Democracy.
 - *The Eco-Team Manual* presents practical suggestions for households to conserve energy and water, segregate waste, and includes instructions on how to measure changes in consumption. Green Park Foundation.
 - *NGO Training Materials* includes information for organizations on fund raising, securing sponsors, proposal writing, working with the media and public relations. The Kraków Citizens Committee.

16 economic development plans approved encompassing 17 communities that included eco-tourism development in the resort towns of Mikolajki and Kosakowo, agro-tourism development in a region of 13 communities of the Bialystok province, and business and employment development in Dukla and Lezajsk.

12 sustainable development plans approved that ensure the protection of natural areas and environmental resources in the city of Jelenia Góra and 10 communities adjacent to the Karkonoska Park in that province, nine rural communities in the Zielona Góra province that allocated investments of over 60 million zlotys (almost \$18 million) in sewage and waste treatment plants, gassification and reforestation and three local plans to protect white stork breeding grounds.

14 Best Practice Manuals prepared by DemNet grantees:

- How to Conduct a Community-Wide Anti-Alcoholism Program

- Developing Three-Sector Local Cooperation on the Gmina Level
- Participatory Economic Development Planning on the Gmina Level
- Managing Residential Building Councils
- Developing New Local Educational Policies
- Stimulating Public/Private Sector Cooperation for Tourism Development
- Stimulating Change to Resolve Social Problems in the Community
- Developing Comprehensive Child Abuse Prevention Program
- Creating and Implementing Regional Sustainable Economic Development Plans
- Promoting Sustainable Economic Development Planning in Rural Communities
- Organizing Citizen/Local Government Partnerships to Create Nature Reserves
- Eco-team Approach to Resource Conservation in the Household
- Developing Frameworks for Local Government/NGO Cooperation and Public-funded Grant Programs for NGOs
- Starting and Growing a Community Foundation

Donor's Handbook, published by the Democracy Network Project for donors in Poland, that presents legal regulations and tax deductions applicable to donations to non-profit organizations.

Community Foundation Feasibility Study. The study, commissioned by the Democracy Network Project, was conducted by the Policy and Action Group and the Institute for Public Affairs and was completed in March 1998. The study aimed to define and detail preliminary criteria for establishing community foundations as well as to develop guidelines for planning future operations. The primary objective of the study was to answer two questions: Can an efficient and successful community foundation operate in the Polish communities studied? And, can external stimulation based on endowment seed money in selected communities be considered an effective strategy for building community foundations throughout the country?

The study reached three main conclusions:

- 1) Community foundations could be established and grow to become significant institutions playing a meaningful role in the four towns studied.
- 2) The most promising method of seeding an endowment would require start-up capital of approximately \$220,000 and annual local contributions of \$40,000. Such resources would allow the foundation to develop an endowment, conduct a small grants program and achieve a meaningful, sustainable funding impact in the local community within 10 years. This process could be effectively catalyzed by a capital injection of approximately \$200,000 from external donors.

3) There exists a need for support organizations that could catalyze community foundation development. Small and medium-size cities (such as those in the study) require know-how and technical assistance to establish and operate community foundations. An organization operating nationwide could provide practical expertise, technical assistance and training, help community foundations gain credibility, promote the community foundation concept nationally, and lobby national, regional, and local governments for more community foundation-friendly legislation and policies.

“Porzadnie Poza Rzadem” (“Doing Good Without Government Help”), a volume on the Democracy Network Project that contains best examples of NGO/local government cooperation involving Democracy Network grantees, snapshots of Democracy Network grantees and NGO leaders, and summary of project results.

Attachment 6: Democracy Network Grantees

Following is a list of DemNet Grantees with brief descriptions of the scope of their work under DemNet grants and the amount of grants each received.

Agreement for the Żelów Community

ul. Mickiewicza 4
97-425 Żelow, woj. piotrkowskie
tel. (48 44) 634-10-00
fax (48 44) 643 75 80
Anna Szafran

The association prepared a civic education program on the functioning of local government for 900 students, and on How to Increase Citizen Participation in Communities for 50 representatives of the local government and of NGOs: \$6,088.

Association for Handicapped Persons "Integration"

os. Pułanki 28
27-400 Ostrowiec Źw.
tel./fax. (48-47) 62-82-78
Elżbieta Sołtys

The Association launched a youth helpline and the "Good Places" Project to serve as a center for 40 volunteers working to involve at-risk and disabled youth in leisure activities such as courses (in art, music and computer science), workshops on substance abuse, and happenings and social events. Good Places also facilitated support groups serving 35 parents: \$20,482.

Association for Residential Building Councils

ul. Marszałkowska 27/35 m. 12
00-639 Warsaw
tel. (48-22) 675 48 55; 0 602 348 544
Andrzej Błaszczkowski

The Association, a federation of more than 300 residential building councils, lobbied to amend housing legislation and empower apartment owners. In addition, it strengthened property management skills by providing nearly 3,000 legal consultations, by training 200 owner/administrators, and by publishing the monthly bulletin *Wspólnota Mieszkaniowa*: \$20,000. Under a second DemNet grant, the Association trained housing administrators and residential council members from Kraków and Łódź to improve management skills and increase apartment owners' knowledge of legal rights and responsibilities. A survey of residential councils was conducted and findings were used in a best practices manual on how to establish and manage a residential building councils: \$14,262.

Association in Support of Local Initiatives of Mikołajki MS

ul. Kajki 128

11-730 Mikołajki

tel./fax (48-87) 216-850

Jacek Maliszewski

The Association in Mikołajki, in the heart of the Mazurian lake district, promoted cooperation among the private, public, and NGO sector for a comprehensive tourism development strategy based on an environmentally friendly model of tourism, and to extend the tourist season in Mikołajki. In addition, it organized training for tourist guides, people in the local tourist business, and local government representatives, and prepared tourism maps and guides: \$20,000.

Under a second DemNet grant, the Association expanded its local economic development work to four neighboring gminas and the gmina of Sandomierz, and it prepared a best practice manual for local governments and NGOs in small towns that wish to develop their local tourism industry as a component of regional economic development: \$17,718.

The Association of Małopolska Local Governments

ul. Grodzka 28

31-004 Kraków

tel (48 12) 616-14-82, (48 12) 421-53-89

fax (48 12) 421 93 12

Grzegorz Kuźma

The Association surveyed the status of neighborhood and district citizens councils, vehicles of democratic participation in decision making on the neighborhood or village level, and assisted six gmina councils in establishing or empowering new councils. In addition, the Association developed a proposal to five gminas to make subsidized meals programs in public institutions more cost-effective: \$23,147.

Funded by a second DemNet grant, the Association conducted consultations with member local governments, researched the functioning of neighborhood councils and compiled information into a handbook. This book contains model regulations, innovative practices, information on administrative support structures, and blue prints for the effective legal and administrative models ready for adoption. It was distributed to over 200 local governments: \$17,979.

The Association of Nonmaterial Assistance to Persons Seeking Work

ul. Bieszczadzka 5 p. 339

38-400 Krosno

tel. (48 13) 432 1389, (48 13) 436 3426

fax (48 13) 432 6496

Wiesław Zaleszczuk

The Association involved local government, business, NGOs and residents in a process of writing an economic development plan for the Dukla gmina that reflected the input of its various constituencies. It also set up a Local Initiatives Center affiliated with the local government that provided consultations and workshops that helped 90 job seekers use the Center's services to find employment: \$23,147.

With its second DemNet grant, the Association developed task forces in three neighboring gminas that drafted local economic development plans, and prepared a best practice manual describing the organization of participatory planning processes on the gmina level: \$10,000.

The Association of Young Democrats/ Legnica Chapter

ul. Zielona 16
59-220 Legnica
tel/fax (48 76) 258 25
Piotr Borys

The Association promoted youth involvement in their community by facilitating the establishment of Youth City Councils as official advisory bodies to the local government. It conducted a media campaign and trained six youth teams to work in YCCs, develop the YCC statutes and election bylaws. YCC's input has been solicited by local governments on decisions on youth, education, culture, and sports: \$11,333.

Association of Polish Cities

Al. Marcinkowskiego 11
61-827 Pozna¹/₂
tel. (48-61) 853-08-13, 853-08-15
fax. (48-61) 853-08-14
Jolanta Halas

The Association increased the influence of local residents on municipal policies by supporting the establishment, development, and strengthening of neighborhood and district councils. After a process of research, education, training, and advocacy, 78 new councils were established, increasing their total number in Poland by 35%; the funding provided to councils by local government increased nation-wide by 48%: \$24,500.

Under a second DemNet grant the Association worked in five cities. It conducted needs analyses, promoted new forms of collaboration between neighborhood councils and NGOs (joint projects, new programs, and co-financing), and lobbied for city council resolutions establishing priority issues for neighborhoods and districts. Allocations of funding for neighborhood councils in the five participating cities increased by 60%: \$37,500.

The Baltic Center for Environmental Development Education

ul. Okopowa 21/27
80-810 Gda¹/_{sk}
tel. (48 58) 305 89 65
Piotr Sroczy¹/_{ski}

The Association promoted sustainable tourism development in the gmina Kosakowo through an integrated set of activities involving: 1) developing a Strategy for Balanced Development containing a plan for tourism development and protecting the Seaside Landscape Park, 2) educating residents about the natural environment, 3) training rural bed and breakfast owners, and 4) preparing tourism materials: \$15,136.

BENE VOBIS Foundation

ul. Boryszewska 4
00-781 Warsaw
tel (48 22) 48-61-66
Barbara Jakubowska

BENE VOBIS brought together NGOs, local governments, and residents of three gminas (Piaseczno-Zlotoklos, Blonie, and Warszawa-Wola) in task forces to address major social problems, such as unemployment, alcoholism, or juvenile delinquency. The Foundation provided consultations and training. Two task forces developed into organizations to sustain the activities undertaken: \$23,019.

BENE VOBIS expanded its community organizing approach into two communities to organize groups of residents, social workers, local government, and NGO representatives to identify and address their gmina's most pressing social problems. BENE VOBIS also prepared a best practices manual on increasing resident and institutional involvement in resolving social problems through locally organized task forces: \$11,688.

The Beskidy Association to Support Non-Governmental Initiatives

ul. Krasi¹/₂skiego 5A
43-300 Bielsko-Bia^a
tel/fax (48 33) 23-40-813
Urszula Gre¹/₂

The Association provided advice and training to NGOs in the Bielsko-Bia^a voivodship and created a network of six organizations who will continue to support local NGOs. The Association improved the Third Sector's relations with the media, the local government, and the local business community. The project resulted in a 23.5% increase in the number of contracts between the Voivodship's NGOs and their local governments: \$20,650.

Under a second DemNet grant the Association created a coalition of 150 NGOs to negotiate with the Local Government and introduce a Local Partnership Agreement providing mechanisms for: appointment of a NGO liaison officer, transparent procedures of grant disbursement, and allotment of local government budget resources for NGO grants. A new grant program was created in which 85 NGOs competed for \$60,000 in grants: \$20,595.

The Bilgoraj Business Society

ul. Kosciuszki 13
23-400 Bilgoraj
tel/fax (48 84) 862-492
Irena Gadaj

The Society established the Local Business Information Center to promote economic growth in the region by providing information, advice, and services to the business sector, assisting business networking and providing training and information particularly to small and medium sized businesses. In its first 12 months, it served 1,800 people and organized 18 seminars and meetings for over 500 entrepreneurs: \$19,269.

Center for Citizenship Education

ul. Willowa 9/3

00-790 Warszawa

tel/fax (48 22) 49 85 13

e-mail: ccejacek@ikp.atm.com.pl

Jacek Strzemieczny

The Center developed a process for involving local government, teachers, students, and residents of the town of Ilawa in the development of the gmina's educational policy. A report on the state of education was compiled, discussed with local government, and became the basis for a new educational policy developed by the local school board: \$21,477.

In its second DemNet grant, the Center prepared a best practice manual providing instructions on how to conduct a participatory evaluation of local school systems that includes local officials, educators, parents, and students in the process: \$8,414.

Children's Letters to the World Foundation

ul. Brodzińskiego 1

30-506 Kraków

tel/fax: (0 12) 423 55 80

Jerzy Iliwa

The Foundation worked with the National Children's Rights Forum to build awareness of and respect for the rights of children by developing the "National Task Force for Children's Rights," a network of professional mediators and experts to promote children's rights on the local level. It prepared and lobbied for a National Children Support Action Plan and succeeded in achieving major legislative reforms, including a constitutional provision mandating Poland's adherence to the U. N. Children's Rights Convention: \$23,018.

CITON Foundation - Information and Advice Center for Disabled Persons

ul. Szosa Zambrowska 1/27

18-400 Łomża

tel. (48-86) 16-49-06

tel/fax. (48-86) 16-40-12

e-mail: lukasz@citon.most.org.pl

Hanna Czajkowska

The Foundation assembled the Equal Opportunities Coalition, a coalition of NGOs which successfully worked with the local government to adopt an NGO grants program, to finance public transportation for handicapped, and to improve handicapped access to public buildings. 4,000 people used CITON's Information and Consulting Center, and 17 organizations benefited from various forms of assistance: \$22,757.

The Consultation and Training Center of the Zelow Development Foundation

ul. Mickiewicza 4
97-425 Zelow
tel. (48 44) 634-10-14
tel/fax (48 44) 6341 006
Alicja Paprocka

The Foundation extended Zelów's system of Entrepreneurship Support Centers to neighboring gminas by training staff of the new centers through hands-on training at its Advisory and Training Center, its Entrepreneurship Incubator, and its Fund for Entrepreneurship. The project facilitated the creation of 32 new businesses and 92 jobs in the gminas covered: \$14,849.

Under its second DemNet grant, the Foundation, working together with local governments in five USAID Partner Cities, established business support centers and trained staff to provide consultations and small business support services: \$20,184.

The Ecology and Health Foundation

ul. Bernardyńska 5/73A
02-904 Warszawa
tel/fax (48 22) 642 73 37
Marek Siemiński
ecohealth@supermedia.pl

The Foundation helped to facilitate a Regional Forum for Safe Industrial Production (RFBP), consisting of representatives from all sectors from the industrial western part of Warsaw, to improve the handling and elimination of harmful waste and toxic substances in production, and to promote safe methods of storing, transporting, and neutralizing dangerous substances: \$21,713.

Education for Democracy Foundation

ul. Podwale 5/30
00-252 Warsaw
tel. (48-22) 827-76-36,
fax. (48-22) 827-76-36
Mariusz Zioba

The Foundation provided training for secondary school students and school and local officials in order to increase youth involvement and promote pro-active attitudes among students towards their school and community. New student governments were established in 75 schools. It also improved the quality of school newspapers by training 70 students from 20 secondary-school newspapers: \$39,552.

EKO-OKO Environmental Education Center

ul. Grójecka 75
02-094 Warszawa
tel./fax. (48-22) 822-64-87
Przemysław Radwański

The EKO-OKO Center initiated cooperation with local government, educational authorities, and teachers to integrate environmental education into the curricula of six Warsaw schools, and developed materials and trained teachers in interactive teaching methods in 12 workshops. More than 850 teachers were trained in environmental education: \$24,795.

Elbląg Association to Support Non-Governmental Initiatives

ul. Stoczniowa 10
82-300 Elbląg
tel. (48 55) 239-14-33
tel./fax (48 55) 322 69 35
Arkadiusz Jachimowicz

The Association worked with the local government to develop principles of cooperation between local government and the Third Sector. The Association organized training, meetings and consultations with local government that led to the appointment of an NGO liaison officer by the Mayor of Elbląg, and the allocation of funds in the town budget for NGOs: \$23,443.

In its second DemNet project, the Association created a coalition of NGOs in Olsztynek which agreed to increase cooperation between the local government, business and NGOs. The coalition established five task forces that conducted a local needs analysis and initiated ten projects to address priority issues. Local government allocations to NGOs grew by 10%: \$19,077.

Forum of Non-Governmental Initiatives Office

ul. Źurawia 6/12
00-500 Warsaw
tel. (48-22) 625-13-56
tel./fax. (48-22) 628-20-51 ext. 523
fip@cofund.org.pl
Anna Wojakowska

FIP organized the First National Forum of Non-Governmental Organizations which attracted 800 NGOs from 48 voivodships to establish and develop a cooperation network between NGOs, local governments, public administration and the private sector. The Forum resulted in the adoption of an NGO Manifesto on the issues of civil society building and cooperation between the three sectors, of an NGO Code of Conduct, and of a Charter of Obligations to Donors: \$24,457.

Foundation to Assist Physically Disabled Mathematicians and Computer Scientists

ul. Twarda 51/55

00-818 Warsaw

tel. (48-22) 697-87-84

fax. (48-22) 697-87-86

e-mail: kmark@pol. pl

Krystyna Wojakowska-Lewicka

The Foundation promoted professional training for people with severe physical disabilities by organizing a model Professional Activation Workshop for 18 participants, 16 of whom found employment. The Foundation facilitated a lobby of disabled persons, their families, representatives of computer firms and local government to press for changes to existing legislation which will grant the disabled access to education, vocational training and employment: \$20,244.

The Foundation for the Development of Bielsko-Biaa

ul. Barlickiego 15

43-300 Bielsko-Biaa

tel (48 33) 12 33 09

fax (48 33) 11 86 54

Leszek Wasiak

The Foundation set up the Civic Initiatives Bureau to provide advice, training, and information, and to promote cultural and business events to enhance the quality of life in Bielsko-Biaa. It fostered 54 initiatives such as park revitalization and the organization of a festival, assisted four new associations with training and funds, and trained 17 community leaders. The Civil Initiatives Bureau published a directory of town agencies and set up Infoboxes at every bus stop in town: \$20,615.

Freedom of Press Center of the Association of Polish Journalists

ul. Grojecka 29 m. 16

02-030 Warsaw

tel./fax (48-22) 658-14-09

e-mail: cmwp@pol. pl

Andrzej Goszczyski

The Association established the Freedom of the Press Monitoring Center to provide counseling services and consultations to journalists and local press publishers. The Center gathered resource materials on litigation involving publishers and journalists and created a data base of relevant court cases: \$29,730.

Under a second DemNet grant the Freedom of Press Monitoring Center opened three new branches in Szczecin, Krakw, and Pozna providing free consultations and legal advice for journalists, conducted a series of seminars on media law in Poland and published the "Legal Handbook for Journalists": \$10,125

Gaja Club Environmental and Cultural Association

P. O. Box 261

43-301 Bielsko-Biała 1

tel./fax. (48-33) 123-694

e-mail: klub@gaja.most.org.pl

Wojciech Owczarz

Gaja organized a national campaign of citizens, NGOs and local governments to protect and improve the Vistula river that involved a national festival, the distribution of 700 information packages, and the training of about 90 activists. In addition, Gaja organized "Vistula Now," a national coalition of environmental NGOs, scientists, and government officials that called for an alternative to a plan to build a series of seven large dams. The plan was halted, and Gaja won a national award for its campaign: \$18,108.

Under a second DemNet grant, Gaja developed and promoted five small-scale practical models of environment-friendly techniques for solving municipal ecological problems in cooperation with local businesses, such as rainwater management and waste segregation. Klub Gaja also piloted a participatory effort to draft a local environmental development plan that fully incorporates Local Agenda 21 priorities: \$11,915.

Gliwice Association of Apartment and Store-front Owners

ul. Zwycięstwa 41

44-100 Gliwice

tel/fax (48 32) 278 60 26

fax: 31 45 03

Małgorzata Małysz

Recent legislative changes give apartment owners the right and responsibility to participate in managing jointly owned properties such as large apartment complexes. The Association prepared training and consulting services on the legal and financial aspects of administering such properties, and ran a pilot project of taking over the responsibility for managing 20 properties and representing the interests of owner councils vis-à-vis local government: \$22,615.

Green Action Environmental Foundation of Legnica

ul. Roosevelta 1

59-220 Legnica

tel. (48-76) 29-430

fax. (48-76) 51-20-71

Irena Krukowska-Szopa

The Foundation provided support for 15 local governments and citizen groups in developing plans for long-term sustainable economic development of gminas in the region of Lower Silesia, the most environmentally devastated region of Poland. Nine local governments prepared sustainable development programs resulting in investments of 60,400,000 PLN for new water-supply systems, sewage treatment plants, and other infrastructure: \$11,543.

Under a second DemNet grant, the Foundation prepared a best practice manual to provide step-by-step instructions on how small towns and rural communities can develop local sustainable

development plans. The manual focuses on the role of local authorities, on strategic environmental planning, and on activating local communities: \$4,742.

The GREEN PARK Foundation

ul. Modrzewiowa 50
05-807 Podkowa Leńska
tel: (0 22) 758 90 34; 758 96 19
Zdzisław Nitak

Green Park mobilized residents in three gminas Jelenia Góra, Eż and Podkowa Leńska to act together for the preservation of natural resources by training 42 community leaders. A total of 327 households, 1,390 people, participated in the project, which significantly reduced the amount of household waste and the consumption of water and electricity: \$22,862.

Under a second DemNet grant, the Foundation established conservation task forces in two more cities including 250 households (605 individuals) and prepared a manual entitled "How to Organize Environmental Teams to Promote Conservation in the Home and Reduce Household Waste": \$14,527.50.

Greenworks Association for the Active Protection of Animals

ul. Limanowskiego 7
33-300 Nowy Sącz
tel./fax (48 18) 444-15-49
Grzegorz Tabasz

The endangered foothill wetlands of Beskidy are an important source of fresh water and a unique ecosystem, home to several endangered species of amphibians. Greenworks conducted a public education, school training, and cooperation program with local government for their protection and inclusion in the Poprad Landscape Park. As a result, ten mountain wetlands in the Beskidy S1deckie area have been declared priority areas for conservation: \$11,820.

Under its second DemNet grant, the Association produced a best practice manual illustrating how to establish local nature reserves through a strategy of public education, school programs, and cooperation with local government: \$5,000.

Institute for Democracy in Eastern Europe (IDEE)

ul. Marszałkowska 10/16 m.25
00-626 Warsaw
tel. (48-22) 627 18 46; 627 18 45
fax. (48-22) 627 18 46
Anna Hejman
e-mail: idee@plearn.edu.pl

Many local newspapers in Poland are still operated or sponsored by local government. IDEE worked with 12 municipal newspapers and linked them with independent newspapers. This cooperation resulted in five municipal newspapers developing and implementing business plans to become independent and viable by improving quality, soliciting advertising, improving and expanding distribution, and rationalizing production: \$20,926.

Institute for Study on the Foundations of Democracy

ul. Sosnowskiego 6 m. 9

02-784 Warszawa

tel/fax (48 22) 641 92 66

Krystyna Siellawa-Kolbowska

In order to combat youth indifference to the democratic system, the Foundation, in cooperation with local government, teachers and youth, set up a Center for Democratic Education in one of the primary schools in the Warsaw district of Ursynów to pursue activities designed to improve democracy awareness, and to develop a teacher training program and a teacher's manual for civic education: \$13,994.

The International Center for the Development of Democracy Foundation

ul. Izaaka 5

31 027 Kraków

tel (48 12) 423 56 89

fax (48 12) 423 56 00, 421 62 50

Grzegorz Lipiec

The Foundation rallied the residents of Zielonki, Proszowice, and Tylicz, three small towns of Małopolska, to address social and economic issues and improve their quality of life. The program consisted of training and consultations suited to the needs of each gmina. Citizen groups emerged which developed projects concerning local issues such as education, cooperative farming, and tourism promotion: \$21,662.

Karkonosze Foundation - Regional Center for Environmental Development

ul. Nowowiejska 3

58-500 Jelenia Góra

tel (48 75) 75 26 051

fax (48 75) 75 25 750

Marian Kachniarz

The Foundation mediated in the conflict between the gminas of the Jelenia Góra Valley and the Karkonosze National Park and Rudawa Landscape Park over the trade-offs between environmental protection and tourism development. It also facilitated the preparation and implementation of a Sustainable Development Plan based on a broad, inclusive, consultative process: \$19,043.

A second DemNet grant funded the preparation of a manual providing step-by-step instructions on developing regional strategies for environmentally-sound development. The manual also presents strategies for resolving potential conflicts related to local development planning. 1000 copies have been distributed to USAID Partner Cities, local government associations, NGOs and voivodship offices: \$4,992.

The Kraków Citizens Committee

ul. Stradom 12
30-071 Kraków
tel/fax: (0 12) 42 93 728
Andrzej Karocki

The Committee established the "Krakus" NGO Information Bureau in Kraków to provide 50 local NGOs with training, technical assistance, and information on funding sources and opportunities for cooperation with the local government. Krakus increased local NGOs' managerial, advocacy and fundraising capacity by training 246 NGO leaders from the Kraków voivodship: \$17,296.

The Lećajsk Association for the Support of Economic Initiatives

ul. Curie-Sklodowskiej 8
37-300 Lezajsk
tel/fax (48 195) 42 04 35
Marek Jagusiak

The Association established a Training and Support Center for Small Businesses to help residents of Lećajsk and nine neighboring gminas gain skills necessary to start small and medium-sized businesses, and to assist the unemployed to find jobs. A total of 410 people acquired business administration skills, and more than 100 unemployed found jobs after attending training: \$19,027.

The Lower Silesian Polish Ecology Club

ul. Kotlarska 41
50-151 Wrocław
tel. (48 71) 34 214 50
fax (48 71) 34 214 26
Pawel Szyszkowski

The Club undertook to address nine environmental problems, such as controversial waste incinerators or road construction, in different places in Poland. It investigated the problems, facilitated meetings, provided information and training on the subjects, and mediated agreements between conflict parties. Two of the nine conflicts were solved: \$22,902.

Under a second grant, the Club adapted a model bio-medical waste reduction and disposal methodology used with great success in Germany. The Club worked with two hospitals in Bielsko-Biała and trained their staff on its introduction. The systems will be fully operational in the fall of 1998: \$14,534.

Małopolska Education Society/ Nowy Sącz Branch

ul. Limanowskiego 7
33-300 Nowy Sącz
tel./fax (48-18) 443-43-39
Alicja Derkowska

The Society improved the quality of schools in rural areas of the Nowy Sącz voivodship by advocating for and introducing a new model of community involvement and participation in school decision making. It trained 40 educators and four NGO leaders, who introduced management methods in eight schools based on the involvement of students, parents and teachers in all major decisions pertaining to the school: \$30,078.

Małopolska Institute of Local Government and Administration

ul. Szlak 73 A
31-153 Kraków
tel. (48 12) 34 16 70, 33 29 26, 33 98 00
tel. (48 12) 33 51 54
Pawel Marciniak

The Institute facilitated local coalitions of NGOs in four cities to advocate to establish principles of cooperation between NGOs and the local government, set aside municipal funds for NGOs, adopt clear and transparent procedures for disbursing grants and monitoring funded projects, conduct a grant competition for NGOs, and advocate for the appointment of an NGO Liaison Officer at City Hall: \$38,743.

“Mielnica” Foundation Rehabilitation Center

ul. Szpitalna 43
62-500 Konin
tel. (48-63) 44-31-71
fax. (48-63) 44-22-55
Piotr Janaszek

The Foundation established a new vocational training center for severely handicapped people to train and place 40 persons annually in local companies. The Foundation trained 15 therapists and 15 disabled persons to be employees in the Institute. Thirty-six local government representatives, 198 NGO leaders, and 42 people from other institutions received training concerning opportunities for helping the disabled: \$24,565.

The National Association of Village Administrators - Konin

ul. Dworcowa 7/77
62-510 Konin
tel./fax (48 63) 42 34 34
Tomasz Nuszkiwicz

The Association revived the prewar institution of the Citizen Education Center to provide training and advice on community-based decision making. The association provided 170 hours of training to nearly 300 community initiative leaders, local government officials, and NGO representatives

from all parts of Poland, which resulted in an improved climate for cooperation between local government and NGOs: \$20,250.

NIDA Development Foundation of Nidzica

Pl. Wolności 1

13-100 Nidzica

tel. (48-89) 625-22-26

fax. (48-89) 625-43-37

e-mail: fundacja.nida@infonet.com.pl

Krzysztof Margol

NIDA drew the business community in Nidzica into the process of formulating local economic policy by facilitating cooperation and information exchange between local government and the Convention of Entrepreneurs-Employers. In addition, NIDA opened a legal and economic consultation center training 130 representatives of local business and 62 local government representatives: \$17,416.

Under a second DemNet grant the Foundation replicated its tri-sector cooperation scheme in the city of Leczna and launched a community foundation in Nidzica. NIDA prepared a best practice manual on developing tri-sector cooperation in support of local economic development initiatives: \$17,641.

Nobody's Children Foundation

ul. Walecznych 59

00-491 Warszawa

tel. (48-22) 616 02 68

fax. (48-22) 616 03 14

Monika Sajkowska

Nobody's Children Foundation created a comprehensive program of prevention, diagnosis and help for abused children in nine towns and cities by training employees of public institutions and facilitating cooperation among different specialists providing assistance to abused children, which brought about new early diagnosis and reaction systems: \$23,894.

In its second DemNet project, the Foundation trained and organized internships for six specialists from a new child abuse prevention center in Nowy Sącz and educated 300 local public officials (police officers, educators, and social workers) about child abuse prevention and treatment. The Foundation also wrote a best practice manual describing the Foundation's comprehensive system of child abuse prevention and treatment: \$12,856.

Opole Local Democracy Center

ul. Krakowska 51

45-075 Opole

tel (48 71) 53 68 25

tel/fax (48 71) 544 829

Zofia Kupińska

The Center trained teachers of 40 primary schools in Opole and its ethnically diverse region to implement a civic education curriculum by preparing them to teach this subject with special emphasis on the basics of democracy and on issues of tolerance, stereotypes and prejudice. As a result of the project, 22 local governments decided to introduce and finance additional civic education lessons in 30 primary schools: \$21,185.

The Point of View Association

ul. Sienkiewicza 6

57-500 Bystrzyca Kłodzka

tel/fax (48 74) 11 18 00

fax (48 74) 11 15 88

Dorota Komornicka

The Association facilitated regional cooperation of gminas in the Āniećnik Massif on tourism promotion and on activities for youth in environmental protection. It trained 100 local government officials on regional cooperation, 100 farmers on aspects of agro-tourism, and more than 200 students and teachers on environmental sustainability. The floods of July 1997 put a premature end to the program, but the new cooperative structures facilitated the reconstruction efforts: \$23,125. Rebuilding efforts after the July 1997 flood sparked an interest in community foundation development. Under its second grant, the Association catalyzed these efforts and, with the support of members of local communities, public officials, and businesses, took the first steps towards its establishment by starting the registration process, training staff, and beginning fundraising to build its endowment: \$10,454.

Polish Association for Developmentally Disabled Persons

ul. Glogowa 2b

02-639 Warsaw

tel. (48-22) 48-82-60

fax. (48-22) 48-61-62

Daria Kiedrzyńska

The Association helped families of people with mental disabilities in Warsaw and Zakopane to set up five support groups, "Family Circles," as vehicles for mutual help, assistance in solving problems and obtaining benefits, and advocacy. In addition, it established Support and Consultation Centers where specialists provided training and information: \$23,665.

Polish Association of Hot-Lines

ul. Goplanska 44;
02-954 Warszawa
tel. (48-22) 834-22-29; 42-26-35
tel/fax. (48-22) 651-68-40
Marek Ignaczak

The Association improved the quality of services provided by telephone hotlines in Poland by developing materials and training 300 hotline operators from 44 institutions. As a result, it raised the qualifications of the staff and brought their work closer to international standards: \$24,698.

Polish Children and Youth Foundation

ul. Jasna 22, #200; P. O. Box 125;
00-054 Warsaw
tel. (48-22) 826-44-73
fax.(48-22) 826-43-23
Teresa Ogrodzinska

The Foundation created the "Young Partners" program providing training to 29 youth leaders and \$39,000 in grants to 46 youth groups to implement youth programs affecting some 47,000 young children and teenagers. Grants were used to organize the first annual Congress of Youth City Council Representatives, to conduct an environmental assessment study, and to launch a clean up effort in the town of Izbica: \$48,400.

Polish Union of Jewish Students

ul. Twarda 6
00-104 Warszawa
tel (48 22) 654 35 55
fax: (48 22) 654 31 56
Konstanty Gebert

The Union created a network of correspondents in four cities in Poland (Warsaw, Cracow, Wrocław, and Łódź) to monitor and publicize the situation of ethnic minorities (Jewish, German, Ukrainian, Belarusian, Gypsy and Lithuanian). The Union compiled and published two reports on minorities' access to public media and minorities' own media, and on cooperation among minority organizations: \$23,110.

"Pro Natura" Polish Association of the Friends of Nature

ul. Podwale 75
50-449 Wrocław
tel. (48-71) 341 82 31 ext. 326
fax 341 83 28
Roman Guziak

The Association created a network of cooperation among NGOs, local governments, power plants and volunteers, to organize a nationwide advocacy effort to protect the white stork and its natural habitat. As a result of the activities, 508 stork nests were protected, 30 wetlands were put under

various forms of protection, and 1,694 people and 90 institutions from the whole country became actively involved in activities to protect the white stork: \$20,000.

The Progress XXI Union of Local Governments Economic Association

ul. Traugutta 2

16-200 Czarna Biaostocka

tel (48 85) 321 788

fax (48 85) 329 484,

Piotr Latala

The Union, which encompasses an area of 12 gminas in the Biaystok region characterized by high unemployment and slow economic development, advocated agro-tourism in the region by preparing a "Promotion Strategy for Gminas," training 70 individuals to run rural bed and breakfasts, and by producing promotional brochures and leaflets. In addition, it opened a Tourist Information Center in Biaystok that is linked electronically with a national network of tourist offices: \$22,037.

Under a second DemNet grant, the Union conducted needs analyses in two cities and established citizens task forces that recruited 300 residents and mobilized local resources to combat crime, reorganize waste collection, and improve parks and recreational facilities: \$17,997.

PROM 2000 Children and Youth Foundation

ul. Dmowskiego 15

59-200 Legnica

tel./fax (48-76) 54-68-43

Wojciech Szandula

The Foundation sought to stimulate activity in the community and promote civic participation among Legnica's youth. The Foundation involved youth in its administrative and pro-environmental activities and trained them to organize leisure activities such as summer camps, field trips, survival camps, and town fetes: \$10,000.

Regional NGO Support Center - Rzeszow

pl. Wolnoci 1

35-959 Rzeszow

tel. (48 17) 852-49-45,

Jacek Dziobek-Romanski

The Regional NGO Support Center organized an advocacy group of 150 NGOs that worked with local officials to development standardized procedures for City funding of NGO activities. The Center also provided training and technical assistance to 120 organizations on fundraising and grant writing. \$20,606.

Research Association for Environmental Protection Law

ul. Kotlarska 41
50-151 Wrocław
tel./fax (48-71) 34-10-234
Jerzy Jendroska

The Association offered legal advice to citizens, institutions and NGOs. It provided assistance in more than 200 cases, empowering citizens to use existing legislation to press for environmental improvements and reforms through referenda, letter-writing campaigns, and petitions: \$22,753.

Robert Schuman Foundation of Poland

Al. Ujazdowskie 37
00-540 Warszawa
tel. (48-22) 621-2161
fax. (48-22) 29-72-14
Kamila Bartoszewicz

The Foundation created two regional networks (in Wrocław and Lublin) of NGOs advocating the idea of European integration. The NGOs were trained and strengthened in public relations and cooperation with local government. A discussion between representatives of NGOs and city authorities of Lublin and Wrocław led to an understanding about steps to establish closer cooperation between NGOs and local authorities: \$24,383.

Social Assistance SOS Foundation

ul. Marszałkowska 4 lok. 2
00-590 Warsaw
tel./fax. (48-22) 627 20 86, 627 20 87,
627 20 88
Ewa Szymczak

The Foundation designed a project of training and technical assistance to 20 NGOs from all over Poland to improve the quality of summer holiday programs for at risk children. The NGOs not only improved their summer programs but started day care centers during the school year, two diversified their services (crisis management hotel), and five introduced new techniques and methods of working with children: \$36,221.

The Social Cultural Association of Konin Voivodeship Village Administrators

ul. Dworcowa 7/77
62-510 Konin
tel/fax (48 63) 43 75 80
Grzegorz Siwiński

The Association conducted advocacy and training activities to establish Agricultural Chambers, elected bodies representing the interests of farmers in rural communities before local, regional and national government. As a result, ten new Agricultural Chambers were established and local elections were held to choose delegates in ten voivodeships: \$18,091.

Under a second DemNet grant the Association facilitated a local planning and decision-making process in the gmina of Przykona resulting in a local development plan elaborated in cooperation with the local citizens: \$15,018.

Social Prevention Society

ul. Jagiellońska 61A
85-027 Bydgoszcz
tel (48 52) 341 45 43,
Jacek Jankowski

The Society prepared an extensive report analyzing the situation of children and teenagers in different districts of Bydgoszcz, and cooperated with local government and businesses to establish a Local Help the Children Fund and initiate other projects benefiting youth: \$16,814.

Social Welfare Fund Foundation

Pl. Kołciuszki 9
16-100 Sokolka
tel./fax (48-85) 711 57 00
Maria Talarczyk

The Foundation developed and advocated for the adoption of a comprehensive alcohol prevention program consisting of therapy and counseling for addicts and their families, training for medical and social service professionals, and awareness building campaigns. The Sokółka City Council resolved to incorporate it into the 1997 Alcohol Problem Solving and Prevention Program funded by the Municipality: \$24,900.

The Association prepared a best practices manual providing step-by-step instructions to enable small town and rural communities to develop comprehensive anti-alcoholism programs involving all the major local institutions and residents: \$4,999.

SPES Association for the Disabled

ul. Kołciuszki 46
40-048 Katowice
tel./fax: (48 32) 517-347
Krystyna Wierzba

SPES advocated for disabled people's rights in the area of Katowice by establishing the Committee for the Protection of Disabled People's Rights to render legal and psychological assistance to persons with disabilities and advice to institutions serving them. SPES formed and trained the Committee team consisting of professional specialists and several volunteers. The Society also lobbied for disabled people's rights on local and national levels: \$19,121.

The SPLOT Network of Information and Support Centers for Non-Governmental Organizations -

The Central European Center for Behavioral Economics

20-079 Lublin

ul. Chmielna 4

tel/fax (48 81) 743 66131

e-mail: centerbe@dtm.lublin.pl

SPLOT organized coalitions of NGOs in five cities with the goal of increasing citizen participation in decision-making processes and collaboration between NGOs and local government. In five USAID Partner Cities, the coalitions and local governments prepared draft resolutions concerning principles and procedures of collaboration between local government and NGOs including municipal grant-making programs: \$39,000.

Źwiatokrzyski Local Government Education and Study Center of the Foundation in Support of Local Democracy

ul. Sienkiewicza 25

25-007 Kielce

tel (48 41) 34-46-630

fax (48 41) 34-47-762

e-mail: pssawk@eden.tu.kielce.pl

Wojciech Kaczmarczyk

The Center established a Third Sector Support Center to provide training and legal and management advice to 400 NGOs in the Kielce voivodship. Particularly useful was its NGO Club, a forum for information exchange and disseminating good NGO practice. As a result, local NGOs improved their advocacy and networking capacities, and they worked together to improve cooperation with Kielce local government, which decided to establish a new NGO grants program: \$23,465.

SYNAPSIS Foundation for the Strengthening of Family and Community Ties

ul. Kopernika 11/25

00-359 Warsaw

tel. (48-22) 643-81-41

fax. (48-22) 641-71-91

°ucja Sokorska-Maj - Member of the Board

The Foundation advocated cooperation between national and local administration, NGOs and specialists to improve social assistance for autistic patients by training 300 therapists and by creating a national network of eight organizations which drafted and lobbied on behalf of individuals suffering from autism, which led to the initiation of a nationwide ministerial assistance program for autistic children: \$30,170.

Teresa Strzembosz Foster and Adoptive Parents' Association of the Friends of Children Association

ul. Ā w. Marka 20/17
30-020 Kraków
tel. (48-12) 421-78-59
fax. (48-12) 423-20-20
Danuta Wiecha

The Association created model mechanisms that place children abandoned by their natural parents with foster families as an alternative to orphanages. In addition, it formed a coalition with other children service organizations to advocate this solution and lobby for the required legislative changes and organizational changes in the child care system. It provided training and counseling to families and children and created a database of foster families and children waiting to be placed in such families: \$24,284.

The Tomaszów Entrepreneurship Incubator Foundation

ul. Warszawska 119
97-200 Tomaszów Mazowiecki
tel. (48 44) 7237-608
fax (48 44) 7236 878
Agata Kaczmarkowska

The Foundation determined that a factor in Tomaszów's unemployment was lack of specific skills among the unemployed. It carried out research to determine the businesses' human resource needs, and established an Employment Forum to provide the information to the public. Ten vocational training centers modified their offers to match the demand and improved the placement rates of their trainees: \$17,494.

Training Center of the Foundation in Support of Local Democracy

ul. Marii Skłodowskiej Curie 4
71-332 Szczecin
tel. (48 91) 487-59-83, (48 91) 487 44 80
fax (48 91) 487 85 22
e-mail: szczfrdl@ikp. atm. com. pl
Anna ° czkowska

The Center trained local government leaders to be better able to define social problems, stimulate civic activity and use leadership skills in practice. It developed a comprehensive training program for 84 local officials from gminas in nine voivodships, and nine local press and radio journalists: \$20,329.

The second DemNet grant provided funds for four youth councils in four Partner Cities (Warszawa, Koszalin, Szczecin and Opole) to serve as an advocacy forum for discussing and solving the problems of youth. These councils formulated policy proposals on youth issues for discussion by local leaders and piloted 36 youth projects. Youth council members created a network of leaders who conducted democracy and civic education programs for 1,300 secondary school students. \$28,837.

Union of Independent Ukrainian Youth

ul. Dągi Targ 8/10

80-828 Gdańsk

tel. (48-58) 301-58-78, (48 58) 307 37 70

Igor Hałagida

The Union established an Information Center for Ethnic Minorities in Gdańsk offering training, information and advice to minority organizations and informal groups, and serving as a clearing house for information about ethnic minorities. It launched a campaign to advocate cooperation between local government and ethnic minority organizations raising awareness and improving the image of minority organizations among local government officials: \$24,000.

The Workshop of Creative Opportunities Fortune and Misfortune/Association of Polish Artists/Nomadic University of Imagination

ul. Grochowska 129/15, 60-336 Poznań

Tel/fax (48 61) 853 59 76

Mirosław Giernatowski

The Nomadic University of Imagination developed a model education program for neglected children and teenagers living in the Old Town in Poznań which instilled sensitivity to social problems in young people and raised awareness in the local community for the emotional and physical needs of children: \$21,676.



Academy for Educational Development

DEMOCRACY NETWORK PROJECT

Academy for Educational Development
1875 Connecticut Avenue N.W.
Washington, D.C. 20009
202-884-8000
admin@aed.org

Academy for the Development of Philanthropy in Poland

Al. Róó 10 m. 9, 00-556 Warsaw
tel. 622 01 22, 622 02 09, fax. 621 83 87
arfp@filantropia.org.pl

CATALOGUE OF POLISH LANGUAGE PUBLICATIONS DEVELOPED BY GRANTEES OF THE ACADEMY FOR EDUCATIONAL DEVELOPMENT (AED) AND THE ACADEMY FOR THE DEVELOPMENT OF PHILANTHROPY IN POLAND DURING THE DEMOCRACY NETWORK PROJECT

*AED Project #25-2268
Democracy Network Project-Poland
23 Jan 1995-31 Jul 1998
USAID Cooperative Agreement #181-A-00-95-00002
Contact: Scott Melendez, Soc. Dev., 202-884-8851*

***Democracy Network Project (DemNet) was funded by the United States Agency for
International Development***

The following publications were prepared with USAID funds by the Grantees of the Democracy Network Project. The DemNet Project was implemented in Poland by the Academy for Educational Development and the Academy for the Development of Philanthropy in Poland.

The publications cover a wide range of topics connected with the implementation of social and economic local programs.

Materials are organized thematically (education, philanthropy, economy, ecology, non-governmental organizations, social welfare, tourism, local government).

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PUBLICATIONS ARE IN POLISH ONLY.**

EDUCATION: LESSON PLANS, TRAINING PROGRAMS

Brochures

1. How to Win Youth for Democracy? Warsaw 1996. Brochure addressed to high-school students and local government officials responsible for educational policies; it presents the basics of democracy, the role of schools in a democratic state and a general outline of the educational program implemented by the Institute. **Instytut Badań nad Podstawami Demokracji (Institute for Study on the Foundations of Democracy)** ul. Sosnowskiego 6 m. 9, 02-784 Warsaw, tel/fax (48 22) 641 92 66

2. Handbook for Student Governments. Warsaw 1996. Handbook containing basic rules and regulations concerning student governments in secondary schools; examples of by-laws, organizational aids, and information on students' rights. **Fundacja "Edukacja dla Demokracji" (Education for Democracy Foundation)**, ul. Podwale 5/30, 00-252 Warsaw, tel. (48-22) 827-76-36, fax. (48 22) 827-76-36

3. How to Build Democracy in School, workbook. Nowy Sącz 1997. Outline of a democracy education program including special sections on: the role of citizens groups in the community, characteristics of a good leader, and how to make your school more effective. **Oddział Sudecki Mazowieckiego Towarzystwa Oświatowego (Mazowiecka Education Society/ Nowy Sącz Branch)** ul. Limanowskiego 7, 33-300 Nowy Sącz, tel./fax (48 18) 443-43-39

4. Developing New Local Educational Policies. Warsaw 1998. An assessment of the quality of education in local communities - step one in building local government educational policy based on POST (Local Government Educational Policy) that diagnoses the quality of education on the local level. The manual presents community-driven local planning procedures applied in education. **Centrum Edukacji Obywatelskiej (Center for Citizenship Education)**, ul. Willowa 9/3, 00-790 Warszawa, tel/fax (48 22) 49 85 13, e-mail: ccejacek@ikp.atm.com.pl

5. Educational Policy of Local Government. Warsaw 1998. The report presents outcomes of a pilot project implemented by the Center, Warsaw, in Ława and is designed to identify innovative methods of developing educational policies on the community level by involving students, teachers and local officials. **Centrum Edukacji Obywatelskiej (Center for Citizenship Education)**, ul. Willowa 9/3, 00-790 Warszawa, tel/fax (48 22) 49 85 13, e-mail: ccejacek@ikp.atm.com.pl

6. Education in Nature. Warsaw 1996. Workbook for teachers presenting a program of environmental education classes for pre-school and primary school students. **Ośrodek Edukacji Ekologicznej EKO-OKO (EKO-OKO Environmental Education Center)**, ul. Grojecka 75, 02-094 Warsaw, tel./fax. (48-22) 822-64-87

7. Civic Education Program. Opole 1996. Manual containing outlines for 12 workshops on such topics as: tolerance, family rights and responsibilities, freedom, environmental protection, and student government. **Opolskie Centrum Demokracji Lokalnej (Opole Local Democracy Center)**, ul. Krakowska 51, 45-075 Opole, tel (48 71) 53 68 25, tel/fax (48 71) 544 829

PHILANTHROPY: INTRODUCTION TO PROMOTING CHARITY

1. Community Foundation Feasibility Study. Warsaw 1998. This study was conducted by the Policy and Action Group and the Institute for Public Affairs and was completed in March 1998. The study defines and details preliminary criteria for establishing community foundations and develops guidelines for planning future operations. **Available in English, Academy for the Development of Philanthropy in Poland, ul. Poznańska 16/7, 00-680 Warsaw, tel. (48 22) 622 01 22, 622 02 08, 622 02 09, fax (48 22) 622 02 11, e-mail: arfp@filantropia.org.pl**

ECONOMY: LOCAL DEVELOPMENT

1. Business Opportunities Bulletin. Biłgoraj 1997. The bulletin is the first resource in the community which contains a list of organizations established to support small and medium-size enterprises, a list of business and their products, and a survey of real estate available for commercial purposes in Biłgoraj and Wysokie. **Towarzystwo Gospodarcze (Business Society), ul. Kosciuszki 13, 23-400 Biłgoraj, tel/fax (48 84) 862-492**

2. Business Resource Book of Leżajsk Communities. Leżajsk 1997. The first comprehensive resource of the regional economy. It presents the economic status of the communities and provides a list of local businesses. **Leżajskie Stowarzyszenie Wspierania Inicjatyw Gospodarczych (The Leżajsk Association for the Support of Economic Initiatives), ul. Curie-Skłodowskiej 8, 37-300 Leżajsk, tel/fax (48 195) 42 04 35**

3. Directory of Small and Medium Size Enterprises in Tomaszów Mazowiecki and Adjacent Communities. Tomaszów Mazowiecki 1997. **Fundacja "Tomaszowski Inkubator Przedsi" biorczołci" (The Tomaszów Entrepreneurship Incubator Foundation), ul. Warszawska 119, 97-200 Tomaszów Mazowiecki, tel. (48 44) 7237-608, fax (48 44) 7236 878**

4. Handbook on Adult Education Resources in the Tomaszów Voivodship. Tomaszów Mazowiecki 1997. Handbook containing information on local educational and training organizations. **Fundacja "Tomaszowski Inkubator Przedsi" biorczołci", (The Tomaszów Entrepreneurship Incubator Foundation), ul. Warszawska 119, 97-200 Tomaszów Mazowiecki, tel. (48 44) 7237-608, fax (48 44) 7236 878**

5. Directory of Businesses in Nidzica. Nidzica 1996. The directory contains information on companies operating in the Nidzica area. **Nidzicka Fundacja Rozwoju NIDA (NIDA Development Foundation of Nidzica), pl. Wolności 1, 13-100 Nidzica, tel. (48-89) 625-22-26, fax. (48-89) 625-43-37, e-mail: fundacja.nida@infonet.com.pl**

6. Establishing and Operating Small Business Support Centers. Żelów 1996. Training program based on years of experience establishing and operating small

business support centers, small business loan and guarantee funds, and enterprise incubators. Program includes sections on utilizing business software, feasibility studies, and financial analysis. **OŃrodek Doradczo-Szkoleniowy Fundacji Rozwoju Gminy Zelów (The Consultation and Training Center of the Zelów Development Foundation)**, ul. Mickiewicza 4, 97-425 Zelow, tel. (48 44) 634-10-14, tel/fax (48 44) 6341 006

7. Developing Three-Sector Local Cooperation on the Gmina Level. Nidzica 1998. The manual identifies potential partners to local development, and presents existing formal agreements involving NGOs and businesses in local economic and social policy making, the history of these agreements and successful projects. **Nidzicka Fundacja Rozwoju NIDA (NIDA Development Foundation of Nidzica)**, pl. Wolności 1, 13-100 Nidzica, tel. (48-89) 625-22-26, fax. (48-89) 625-43-37, e-mail: fundacja.nida@infonet.com.pl

8. Participatory Economic Development Planning on the Gmina Level. Krosno 1998. The manual presents a methodology of building local strategies that ensures participation of residents, employers, local officials, NGOs, media, and other local stakeholders. **Stowarzyszenie Pomocy Niematerialnej na rzecz Osób Poszukuj cych Pracy (The Association of Nonmaterial Assistance to Person Seeking Work)**, ul. Bieszczadzka 5 p. 339, 38-400 Krosno, tel. (48 13) 432 1389, (48 13) 436 1719, fax (48 13) 432 6496

9. Dukla Economic Development Plan. Dukla 1997. A community development strategy for Dukla with a prime focus on employment promotion. **Stowarzyszenie Pomocy Niematerialnej na rzecz Osób Poszukuj cych Pracy (The Association of Nonmaterial Assistance to Persons Seeking Work), Local Initiative Office of the City and Municipal Authority**, ul. Bieszczadzka 5 p. 339, 38-400 Krosno, tel. (48 13) 432 1389, (48 13) 436 1719, fax (48 13) 432 6496

10. Community Promotion and Development Strategy. Czarna Bia ˛stocka 1997. A promotion and development strategy of 12 member municipalities adopted by 12 local governments. **Stowarzyszenie Gospodarcza Unia Gmin Progres XXI (The PROGRES XXI Union of Local Governments Economic Association)**, ul. Traugutta 2, 16-200 Czarna Bia ˛stocka, tel (48 85) 321 788, fax (48 85) 329 484

NON-GOVERNMENTAL ORGANIZATIONS

1. Training Materials for NGOs. Gda ˛sk 1997. Training program for NGOs containing modules on proposal writing, formulating a mission statement, organizing promotional events, and cooperation with the media. **Zwi ˛zek Ukrainskiej Młodzieży Niezależnej (Union of Independent Ukrainian Youth)**, ul. Długi Targ 8/10, 80-828 Gda ˛sk, tel. (48-58) 301-58-78, (48 58) 307 37 70

2. A training package for NGOs developed by The Kraków Citizens Committee. "How to Raise Funds. Proposal Writing". "Financing NGOs". "In Compliance with the Law. Major Regulatory Issues Around NGOs".

"How to Promote Your Activities. Using Public Relation Techniques". "How to Promote Your Activities. NGO/Media Relations". "Organizing Media Relations". ul. Stradom 12, 30-071 Kraków, tel/fax: (0 12) 42 93 728

3. Democracy Network Project. Legacies and Results January 1995 - July 1998. Warsaw 1998. Presentation of results of the Democracy Network Project in Poland period. **Available in English.** **Academy for the Development of Philanthropy in Poland,** ul. Poznanska 16/7, 00-680 Warsaw, tel. (48 22) 622 01 22, 622 02 08, 622 02 09, fax (48 22) 622 02 11, e-mail: arfp@filantropia.org.pl

ECOLOGY: LOCAL PROGRAMS

1. "How-to" case studies for use by environmental groups and local communities.
Environmental Protection in Rural Areas, ódrawina 1997.
Alternative Methods for Treating Medical Waste, Legnica 1997.
Processing Industrial and Medical Waste, Wrocław 1997.
Incineration - No. Alternative Methods of Treating Medical Waste, Szczecin 1997.
Waste Management in Hospitals/Medical Centers, Wrocław 1998.
Polski Klub Ekologiczny O/Dolnoslaski - Wrocław (The Lower Silesian Polish Ecology Club), ul. Kotlarska 41, 50-151 Wrocław, tel. (48 71) 34 214 50, fax (48 71) 34 214 26

2. Vistula Now - Sailing the Vistula Into the 21st Century. Warsaw 1996.
Script of a conference held in the Parliament on October 22, 1996. The conference completed the "Vistula Now" campaign of 1996. **Stowarzyszenie Ekologiczno-Kulturalne "Klub Gaja" (Gaja Club Environmental and Cultural Association),** P.O. Box 261, 43-301 Bielsko-Bia 1, tel./fax. (48-33) 123-694, e-mail: klub@gaja.most.org.pl

3. Eco-team Approach to Resource Conservation in the Household. Warsaw 1998. A manual for local governments and NGOs on building eco-teams in the community; developed by the **GAP Foundation.**, ul. Modrzewiowa 50, 05-807 Podkowa Lesna, tel: (48 22) 758 90 34; 758 96 19

4. Creating and Implementing Regional Sustainable Economic Development Plans. Jelenia Góra 1998. A practical manual for building and implementing sustainable development strategies for regions based on the case of Jelenia Góra Dale, where broad public participation was ensured through a review process, workshops, and public meetings. **Fundacja Karkonoska - Regionalny O ńrodek Ekorozwoju (Karkonosze Foundation - Regional Center for Environmental Development),** ul. Nowowiejska 3, 58-500 Jelenia Góra, tel (48 75) 75 26 051
fax (48 75) 75 25 750

5. Organizing Citizen/Local Government Partnerships to Create Nature Reserves. Nowy S cz 1998. The Best Practice Manual illustrates how to involve the local community to conserve natural areas, with chapters on working with local government, educating and organizing local residents, and involving

teachers and school children in maintaining nature reserves. **Stowarzyszenie na Rzecz Czynnej Ochrony Zwierząt Greenworks (Greenworks Association for Active Protection of Animals)**, ul. Limanowskiego 7, 33-300 Nowy Sącz, tel./fax (48 18) 444-15-49

6. About Efforts Taken By An NGO - A Handful of Reflections on Improving Environmental Performance in Poland. Warsaw 1997. A discussion of thoughts arising out of the Regional Task Force for Environmentally Safe Industrial project, on the role of the general public, non-governmental organizations, government administration and businesses in endeavors to enhance the quality of the environment in Poland. **Fundacja Ekologia i Zdrowie (The Ecology and Health Foundation)**, ul. Bernardynska 5/73A, 02-904 Warszawa, tel./fax (48 22) 642 73 37, e-mail: ecohealth@supermedia.pl

7. Report On Environmentally-Friendly Behavior Patterns of Small and Medium Size Businesses in the Communities of Ursus and Pruszków. Warsaw 1997. The report formed the basis of a detailed action plan for the Regional Task Force for Environmentally Safe Industrial to address existing environmental and human health hazards caused by small and medium size business. **Fundacja Ekologia i Zdrowie (Ecology and Health Foundation)** ul. Bernardynska 5/73A, 02-904 Warszawa, tel./fax (48 22) 642 73 37, e-mail: ecohealth@supermedia.pl

LOCAL GOVERNMENT: FUNCTIONING AND PLATFORMS FOR COOPERATION

1. Local Government Support Units in Municipalities. Kraków 1998. This booklet provides information on the legal framework for local government support units, innovative practices undertaken and administrative support structures established for operation and administration of LGSUs in Partner Gminas. **Stowarzyszenie Gmin Małopolski (The Association of Małopolska Local Governments)**, ul. Grodzka 28, 31-004 Kraków, tel (48 12) 616-14-82, (48 12) 421-53-89, fax (48 12) 421 93 12

2. The ABCs of Agricultural Chambers. Konin 1997. How-to manual and resource book containing information on organizing agricultural chambers (democratically elected representative associations of farmers), and their objectives, functioning and income-generating activities. A reference section includes information related to agricultural chambers such as: relevant regulations, history, agricultural chambers in Western Europe, and the addresses of agricultural chambers throughout Poland. **Krajowe Stowarzyszenie Sołtysów (The Social Cultural Association of Konin Voivodeship Village Administrators)**, ul. Dworcowa 7/77, 62-510 Konin, tel/fax (48 63) 43 75 80

3. Local Government. Żelów 1997. Training resource book containing basic information on the role of local government, including a short history, relevant legislation, and a description of how local government institutions function. **Porozumienie na Rzecz gminy Żelów (Agreement for the Żelów Community)**, ul. Mickiewicza 4, 97-425 Żelów, tel. (48 44) 634-10-00, fax (48 44) 643 75 80

4. Building Relationships with NGOs in City Quarters, Housing Estates and Villages. Poznań 1998. A publication describing the cooperation between supporting units and NGOs, developed by the **Association of Polish Cities**, Poznań Al. Marcinkowskiego 11, 61-827 Poznań tel. (48-61) 853-08-13, 853-08-15, fax (48-61) 853-08-14

5. Educational Handbook on Local Government Support Units. Poznań 1996. The first half of this handbook is a series of articles on the legal framework, financing, establishment and role of support units; the second half includes model statutes of neighborhood support units from eight cities and towns, support unit election by-laws, accounting guidelines for support unit councils. **Związek Miast Polskich (Association of Polish Cities)**, Al. Marcinkowskiego 11, 61-827 Poznań tel. (48-61) 853-08-13, 853-08-15, fax. (48-61) 853-08-14

6. ABC of a Young Leader. Szczecin 1998. A manual for leaders of youth city councils; it offers practical advice on building teams, running meetings, staging debates, media promotion, fundraising; it describes cases and a sample constitution of a Youth City Council. **Centrum Szkoleniowe FRDL (Training Center of the Foundation in Support of Local Democracy)**, ul. Marii Skłodowskiej Curie 4, 71-332 Szczecin, tel. (48 91) 487-59-83, (48 91) 487 44 80, fax (48 91) 487 85 22, e-mail: szczfrdl%frdl@ikp.atm.com.pl

7. Leadership Training for Municipal Councilors. Szczecin 1997. Program of training workshops teaching leadership skills to municipal councilors. **Centrum Szkoleniowe FRDL - Szczecin (Training Center of the Foundation in Support of Local Democracy)**, ul. Marii Skłodowskiej Curie 4, 71-332 Szczecin, tel. (48 91) 487-59-83, (48 91) 487 44 80, fax (48 91) 487 85 22, e-mail: szczfrdl%frdl@ikp.atm.com.pl

SOCIAL WELFARE: REPORTS, RESOURCE BOOKS, TRAINING PROGRAMS

1. Training Materials for Children's Rights Mediators, Training Materials for Children's Rights Ombudsmen, workbooks. Kraków 1997. Training materials including modules on such topics as: mediation, arbitration, the role of a mediator, mediation strategies, physical abuse of children, students' rights, Polish legislation regulating children's issues, and international conventions on children's rights. **Fundacja Dziecięce Listy do Świata - Kraków (Children's Letters to the World Foundation)**, ul. Brodzińskiego 1, 30-506 Kraków, tel/fax: (48 12) 423 55 80

2. Multi-Sector Task Forces, training manuals. Warsaw 1996. Training program for members of local multi-sector task forces including modules on organizing cooperation between local NGOs, project development, proposal writing, fund raising, negotiation skills and a special section on dealing with alcohol-related domestic problems. **Fundacja BENE VOBIS (BENE VOBIS Foundation)**, ul. Boryszewska 4, 00-781 Warsaw, tel (48 22) 48-61-66

3. Child Abuse Prevention, reference manual. Warsaw 1996. Material on child abuse, prevention, intervention, diagnosing abused children, and sexual abuse, including three child-abuse case studies. **Fundacja Dzieci Niczyje (Nobody's Children Foundation)**, ul. *Walczyńskich 59, 00-491 Warsaw*, tel. (48-22) 616 02 68, fax. (48-22) 616 03 14

4. Stimulating Change to Resolve Social Problems in the Community. Warsaw 1998. The manual offers specific tools for solving local welfare problems. It shows methods of building task forces, identifying local problems, ranking the problems, planning activities and implementing projects. It provides information on ways of funding grass roots initiatives. **Fundacja BENE VOBIS (BENE VOBIS Foundation)**, ul. *Boryszewska 4, 00-781 Warsaw*, tel (48 22) 48-61-66

5. Developing Comprehensive Child Abuse Prevention Program. Warsaw 1998. The manual discusses child abuse issues in Poland and provides a ready-to-implement system of helping abused children. The system builds on close collaboration between local institutions responsible for child care. It offers a variety of training resources for people working with abused children. **Fundacja Dzieci Niczyje (Nobody's Children Foundation)**, ul. *Walczyńskich 59, 00-491 Warsaw*, tel. (48-22) 616 02 68, fax. (48-22) 616 03 14

6. Children and Youth of the Bydgoszcz Suburbs: Current Status, Identity Factors, Disadvantaged Groups. Bydgoszcz 1996. The report describes the current situation of neglected children and youth in Bydgoszcz and offers practical recommendations. **Towarzystwo Profilaktyki Społecznej (Social Prevention Society)**, ul. *Jagiellońska 61A, 85-027 Bydgoszcz*, tel (48 52) 341 45 43

7. Report. Multi-Sector Task Force. Warsaw 1997. Results of a social needs assessment exercise completed in 3 communities (2 suburban and 1 inner city). **Fundacja BENE VOBIS (BENE VOBIS Foundation)**, ul. *Boryszewska 4, 00-781 Warsaw*, tel (48 22) 48-61-66

8. Status report on the welfare system for the disabled in the Upper Silesia industrial region. Katowice 1997. Results of a study on the quality of service rendered by institutions specialized in helping the disabled such as Welfare Homes, Reintegration and Educational Centers, Early Intervention Centers, Special Schools, Integrated Schools, Activity Therapy Workshops, Protected Labor Enterprises in the Katowice Province. **Stowarzyszenie na Rzecz Niepełnosprawnych SPES (SPES Association for the Disabled)**, ul. *Kościuszki 46, 40-048 Katowice*, tel/ fax (48 32) 517 347

TOURISM: LOCAL DEVELOPMENT

1. Tourist guidebook and a **promotional brochure** for the community of Kosakowo, **Nadbałtyckie Centrum Edukacji Ekologicznej i Ekorozwoju (The Baltic Center of Environmental Development Education)**, ul. *Okopowa 21/27, 80-810 Gdańsk*, tel. (48 58) 305 89 65

2. Riparian Meadows Theme Path Guide for visitors and teachers. *Gdańsk* 1997. **Nadbałtyckie Centrum Edukacji Ekologicznej i Ekorozwoju (The Baltic Center of Environmental Development Education)**, *ul. Okopowa 21/27, 80-810 Gdańsk, tel. (48 58) 305 89 65*

3. Mikołajki and the Vicinity. *Mikołajki* 1996. The guidebook presents the history of the area, brief description of selected communities and lakes, description of tourist itineraries (touring, trekking, biking, sailing) and addresses of major institutions. The guidebook is available in Polish, English and German.

Mikołajskie Stowarzyszenie Wspierania Inicjatyw Lokalnych MS (Association in Support of Local Initiatives of Mikołajki MS), *ul. Kajki 128, 11-730 Mikołajki, tel./fax (48-87) 216-850*

4. Stimulating Public/Private Sector Cooperation for Tourism Development. *Mikołajki* 1998. The manual presents the process of building and implementing a community tourism development program. It describes specific steps and tools used to boost tourism, considered to be an economic growth generator in small communities and capable of involving the local public. **Mikołajskie Stowarzyszenie Wspierania Inicjatyw Lokalnych (Association in Support of Local Initiatives of Mikołajki MS)**, *ul. Kajki 128, 11-730 Mikołajki, tel./fax (48-87) 216-850*

5. Eco-tourism Development Program for Kosakowo. *Gdańsk* 1997. Part of the Sustainable Development and Ecotourism Promotion Program for Kosakowo; it addresses conditions to ecotourism development, major goals and objectives and regulatory issues etc. **Nadbałtyckie Centrum Edukacji Ekologicznej i Ekorozwoju (The Baltic Center of Environmental Development Education)**, *ul. Okopowa 21/27, 80-810 Gdańsk, tel. (48 58) 305 89 65*

PERIODICALS PUBLISHED BY GRANTEES AND PARTLY FUNDED BY DEMNET

1. Wisła Fax. Bi-monthly magazine published by the National 'Vistula Now' Campaign run by the Club. **Stowarzyszenie Ekologiczno-Kulturalne "Klub Gaja" (Gaja Club Environmental and Cultural Association)**, *P.O. Box 261, 43-301 Bielsko-Biała 1, tel./fax. (48-33) 123-694, e-mail: klub@gaja.most.org.pl*